

# Workforce Boulder County WIOA PY16- PY19 Local Plan



*Photo by Ann Cantelow*

**DRAFT**

Workforce Boulder County

March 28, 2016

# Workforce Boulder County Local Plan for Program Year 2016 to Program Year 2019

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## 1) Provide an analysis of the economic conditions in the local area including:

### a) Existing and emerging in-demand industry sectors and occupations:

The Central Colorado Planning Region (CCPR) runs along the I-25 corridor and includes Boulder, Denver, Adams, Arapahoe/Douglas, Broomfield, Jefferson and Larimer Counties. In the CCPR, the top 20 key industry sectors are diverse and generally high tech in nature. Of these, the professional, scientific and technical services group employs the most people in the region, with 30,538 jobs. The group includes occupations related to segments of the aerospace industry, computer system design and related services, engineering services, the legal field and accounting.

Table 1 below shows the top 20 occupations in the Boulder Workforce Area sorted by Location Quotient (LQ), which is a computed ratio that allows an area's distribution of employment by industry compared to a reference or base area's distribution, in this case the national average. If an LQ is equal to 1, then the industry has the same share of area employment as in the reference area. By extension, an LQ greater than 1 indicates an industry with a greater share of the local area employment than is the case in the reference area. Of note, all of the industries listed for the Boulder Workforce area have a LQ above 1.0, which indicates that employment in each of these industries is more concentrated in the Boulder Workforce Area than the national average, the selected reference. Similar to the profile of the CCPR as a whole, the top 20 key industry sectors in Boulder County are also diverse and tend to be high tech. Computer and Product Manufacturing and Publishing Industries (except Internet) show a marked difference the national references, coming in at 6.47 and 5.88, respectively.

As reflected in Table 1, industries within the Boulder Workforce Area with the highest projected annual growth rates include: Professional, Scientific, and Technical Services (3.2% annual growth projection), Private Households (3.0%), Beverage and Tobacco Product Manufacturing (2.6%), Securities, Commodity Contracts, and Other Financial Investments and Related Activities (2.6%), and Electrical Equipment, Appliance, and Component Manufacturing (2.4%). Additionally, the average annual growth rate across all industry groups is predicted to be 1.5% through 2020. It should be noted that the projection for telecommunications through 2020 may not be accurate due to recent sector activity in the greater metro Denver.

**Table 1**

Regional Industry Growth Projections, Boulder										
NAICS Code	Description	2016 Jobs	2017 Jobs	2018 Jobs	2019 Jobs	2020 Jobs	Change	Annual Growth Rate	National Location Quotient	Payrolled Business Locations
334	Computer and Electronic Product Manufacturing	8,416	8,403	8,451	8,539	8,676	260	0.6%	6.47	124
511	Publishing Industries (except Internet)	5,114	4,799	4,547	4,341	4,265	(849)	(3.3%)	5.88	143
312	Beverage and Tobacco Product Manufacturing	711	745	772	795	805	94	2.6%	2.43	33
518	Data Processing, Hosting, and Related Services	922	940	951	958	954	32	0.7%	2.41	47
541	Professional, Scientific, and Technical Services	30,548	31,926	33,207	34,419	35,440	4,892	3.2%	2.36	3,602
902	State Government	15,199	15,375	15,530	15,670	15,770	571	0.8%	2.29	17
711	Performing Arts, Spectator Sports, and Related Industries	1,690	1,699	1,707	1,716	1,723	33	0.4%	1.69	151
814	Private Households	1,837	1,921	1,993	2,058	2,110	273	3.0%	1.68	319
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	1,388	1,403	1,418	1,431	1,440	52	0.7%	1.68	112
519	Other Information Services	497	515	528	538	538	41	1.7%	1.57	73
454	Nonstore Retailers	1,292	1,325	1,350	1,370	1,378	86	1.3%	1.54	157
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	1,903	1,974	2,040	2,103	2,155	252	2.6%	1.51	272
325	Chemical Manufacturing	1,347	1,332	1,320	1,311	1,307	(40)	(0.6%)	1.35	34
335	Electrical Equipment, Appliance, and Component Manufacturing	646	674	696	715	724	78	2.4%	1.29	17
713	Amusement, Gambling, and Recreation Industries	2,712	2,789	2,858	2,922	2,969	257	1.9%	1.29	103
339	Miscellaneous Manufacturing	1,011	1,020	1,030	1,039	1,051	40	0.8%	1.26	72
315	Apparel Manufacturing	225	221	216	209	206	(19)	(1.7%)	1.22	5
517	Telecommunications	1,253	1,236	1,214	1,188	1,165	(88)	(1.4%)	1.18	40
425	Wholesale Electronic Markets and Agents and Brokers	1,373	1,404	1,434	1,465	1,499	126	1.8%	1.17	364
445	Food and Beverage Stores	4,626	4,713	4,788	4,853	4,894	268	1.2%	1.17	141
	Totals	82,709	84,413	86,052	87,639	89,068	6,359	1.5%		5,826

Source: EMSI 2015.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed Class of Worker

Table 2 below shows the top occupations by percent of employment in key industries, for the Boulder Workforce Area.

**Table 2**

Sector Staffing Patterns, Boulder									
SOC Code	Description	2016 Jobs	2020 Jobs	Change	% Change	% of Employment in Key Industries	Median Hourly Earnings	Typical Entry Level Education	
15-1132	Software Developers, Applications	3,487	3,668	181	5%	4.3%	\$48.47	Bachelor's degree	
25-1099	Postsecondary Teachers	3,304	3,457	153	5%	4.0%	\$32.50	Doctoral or professional degree	
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,356	2,516	160	7%	2.9%	\$17.48	High school diploma or equivalent	
13-1199	Business Operations Specialists, All Other	2,131	2,218	87	4%	2.6%	\$31.79	High school diploma or equivalent	
43-9061	Office Clerks, General	1,828	1,959	131	7%	2.2%	\$17.97	High school diploma or equivalent	
41-2011	Cashiers	1,749	1,839	90	5%	2.1%	\$10.42	Less than high school	
13-2011	Accountants and Auditors	1,632	1,740	108	7%	2.0%	\$32.59	Bachelor's degree	
11-1021	General and Operations Managers	1,432	1,571	139	10%	1.7%	\$51.55	Bachelor's degree	
19-2021	Atmospheric and Space Scientists	1,294	1,370	76	6%	1.6%	\$44.77	Bachelor's degree	
41-2031	Retail Salespersons	1,273	1,328	55	4%	1.5%	\$11.81	Less than high school	
43-4051	Customer Service Representatives	1,231	1,339	108	9%	1.5%	\$15.40	High school diploma or equivalent	
15-1133	Software Developers, Systems Software	1,200	1,326	126	11%	1.5%	\$56.31	Bachelor's degree	
15-1151	Computer User Support Specialists	1,199	1,336	137	11%	1.4%	\$25.30	Some college, no degree	
41-3099	Sales Representatives, Services, All Other	1,169	1,259	90	8%	1.4%	\$26.14	High school diploma or equivalent	
13-1161	Market Research Analysts and Marketing Specialists	1,179	1,322	143	12%	1.4%	\$30.29	Bachelor's degree	
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,094	1,140	46	4%	1.3%	\$32.37	High school diploma or equivalent	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,005	1,089	84	8%	1.2%	\$18.47	High school diploma or equivalent	
37-2012	Maids and Housekeeping Cleaners	1,014	1,161	147	14%	1.2%	\$7.84	Less than high school	
43-5081	Stock Clerks and Order Fillers	964	1,000	36	4%	1.2%	\$13.29	Less than high school	
13-1111	Management Analysts	946	1,044	98	10%	1.1%	\$40.79	Bachelor's degree	

Table 2 shows that occupations with the greatest projections of employment growth are Maids and Housekeeping Cleaners (14% change in jobs from 2016-2020), Market Research Analysts and Marketing Specialists (12%), Software Developers, Systems Software (11%), Computer User Support Specialists (11%), General and Operations Managers (10%), and Management Analysts (10%).

All occupations on the top 20 list are projected to have at least 4% growth in employment levels from 2016-2020, and 60% of the occupations listed above do not require a bachelor’s degree to enter the field.

**b) The employment needs of employers in those industry sectors and occupations:**

Table 3 lists the CCPR occupations that are most difficult to fill as reflected in an analysis performed using EMSI’s real time job posting data from Career Builder. The difficulty to hire number was determined by dividing the average number of annual hires per occupation by the average number of job postings. Those occupations with less than one hire per posting are considered difficult to fill.

**Table 3**

Training Pipeline: Completions to Hires Ratio, Colorado Central Planning Region						
SOC	Description	2016 Jobs	Avg. Annual Job Postings	Avg. Number Annual Hires*	Hires per Posting	Hiring Difficulty
29-1141	Registered Nurses	32,618	36,214	18,656	0.5	Difficult
15-1132	Software Developers, Applications	20,114	19,011	9,649	0.5	Difficult
53-3032	Heavy and Tractor-Trailer Truck Drivers	17,754	38,715	13,500	0.3	Difficult
43-1011	First-Line Supervisors of Office and Administrative Support Workers	15,606	15,253	9,629	0.6	Difficult
41-1011	First-Line Supervisors of Retail Sales Workers	13,884	22,170	10,577	0.5	Difficult
15-1151	Computer User Support Specialists	11,317	11,202	6,481	0.6	Difficult
13-1111	Management Analysts	9,783	9,337	3,841	0.4	Difficult
11-9199	Managers, All Other	9,738	9,376	3,218	0.3	Difficult
15-1121	Computer Systems Analysts	8,717	11,636	4,222	0.4	Difficult
15-1142	Network and Computer Systems Administrators	8,392	14,712	4,781	0.3	Difficult
41-3031	Securities, Commodities, and Financial Services Sales Agents	7,575	8,208	2,877	0.4	Difficult
31-9092	Medical Assistants	7,084	3,995	3,795	0.9	Difficult
15-1199	Computer Occupations, All Other	6,624	20,476	3,493	0.2	Difficult
43-6013	Medical Secretaries	6,364	3,667	3,486	1.0	Difficult
17-2051	Civil Engineers	5,687	3,758	2,464	0.7	Difficult
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	5,646	5,536	2,361	0.4	Difficult
17-2141	Mechanical Engineers	5,578	3,190	2,489	0.8	Difficult
11-3021	Computer and Information Systems Managers	5,412	5,368	2,568	0.5	Difficult
11-3031	Financial Managers	5,113	7,676	2,578	0.3	Difficult
43-3071	Tellers	4,722	3,684	1,895	0.5	Difficult

Sources: EMSI 2015.3 QCEW, Non-QCEQ & Self-Employed Class of Worker, Real Time Job Posting Data from Career Builder & 2014 IPEDS Data

\*Average monthly hires estimated using Longitudinal Employer-Household Dynamics Quarterly Workforce Indicators, date range January 2013 to February 2015

Due to the CCPR’s diverse industry and occupation profiles, there is great variability in the region’s hardest-to-fill occupations. Eleven of the occupations listed align at the broad occupation level (first 4 digits of the SOC) with top occupations by key industry in Boulder County. This indicates a gap between the occupations making up the highest percentages of employment in local area key

industries, and the ability to fill open positions in occupations that are expected to grow by an average of 7.5% from 2016-2020.

Finally, Table 4 shows the top twenty unduplicated jobs listed over the last 120 days in the CCPR, as reflected in Help Wanted Online ‘Wanted Analytics,’ an on-line tool that allows occupational listings to be parsed by geographic area, industry and/or occupation, education level, skills and other factors.

**Table 4**

Top Jobs Currently Listed, Key Sectors Central Planning Region, Last 120 Days			
Occupation	Occupation Code	Volume	Same Period Prior Year
Retail Salespersons	41203100	2,279	2,037
Software Developers, Applications	15113200	1,899	1,654
First-Line Supervisors of Retail Sales Workers	41101100	1,822	1,565
Marketing Managers	11202100	1,736	1,526
Heavy and Tractor-Trailer Truck Drivers	53303200	1,437	867
Network and Computer Systems Administrators	15114200	1,409	1,392
Management Analysts	13111100	1,259	1,143
Computer Systems Analysts	15112100	1,138	1,338
Computer User Support Specialists	15115100	1,137	1,157
Web Developers	15113400	987	905
Information Technology Project Managers	15119909	986	932
First-Line Supervisors of Office and Administrative Support Workers	43101100	937	1,135
Sales Managers	11202200	919	708
Customer Service Representatives	43405100	874	1,084
Computer Systems Engineers/Architects	15119902	810	560
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	41401100	772	547
Sales Agents, Financial Services	41303102	769	930
Accountants	13201101	686	725
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41401200	629	567
Tellers	43307100	572	702

Source: Wanted Analytics

Below is a local supply demand report which shows that applicant to job order ratio for Workforce Boulder County job seekers and job orders.

**Boulder County Supply and Demand by Occupation: July 1, 2015 – March 15, 2016**

<b>Supply/Demand Report</b>					
7/1/2015 - 03/15/2016					
	<b>Applicants</b>		<b>Job Orders</b>		<b>Applicants/Job Orders</b>
	Total	Percentage	Total	Percentage	
	8987	100%	31904	100%	
<b>Occupation (2-digit Onet code)</b>					
Healthcare (29)	276	3.07%	1616	5.07%	0.17
Sales (41)	1402	15.60%	7105	22.27%	0.20
Computer/Math (15)	1255	13.96%	5463	17.12%	0.23
Business/Finance (13)	816	9.08%	2175	6.82%	0.38
Management (11)	2056	22.88%	4508	14.13%	0.46
Healthcare Support (31)	345	3.84%	649	2.03%	0.53
Education (25)	652	7.25%	1156	3.62%	0.56
Architect/Engineer (17)	705	7.84%	1198	3.76%	0.59
Science (19)	464	5.16%	647	2.03%	0.72
Protective Services (33)	158	1.76%	202	0.63%	0.78
Transportation (53)	470	5.23%	569	1.78%	0.83
Install/Maint/Repair (49)	387	4.31%	468	1.47%	0.83
Food Preparation (35)	885	9.85%	999	3.13%	0.89
Office/Admin Support (43)	2385	26.54%	2493	7.81%	0.96
Production (51)	1016	11.31%	922	2.89%	1.10
Building Maintenance (37)	482	5.36%	329	1.03%	1.47
Social Services (21)	428	4.76%	284	0.89%	1.51
Arts/Entertainment (27)	830	9.24%	472	1.48%	1.76
Personal Service (39)	701	7.80%	203	0.64%	3.45
Construct/Extract (47)	725	8.07%	206	0.65%	3.52
Legal (23)	158	1.76%	43	0.13%	3.67
Farm, Fish, Forestry (45)	143	1.59%	15	0.05%	9.53

Source: Connecting Colorado, Supply/Demand Report, Boulder County, 07/01/2015-03/15/2016

**2) Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations.**

Boulder County has a robust economy fueled by high concentrations of businesses and workers in a diverse array of industries. Advanced Manufacturing, Professional Technical and Scientific, Information and Healthcare are top industry sectors in the County.

These industries have historically been large economic drivers in the County, according to Leeds School of Business reports. Many of the occupations within these industries require a bachelors’ degree, technical skills and specialized STEM (science, technology, engineering and math) knowledge.

In the chart below, taken from our local data in Connecting Colorado, these economic drivers are also among the top five industry sectors utilizing our services.

**Boulder County Demand by Industry:**

**July 1, 2015 – March 15, 2016**

Industry	PY 15 Job Openings	% of Total	PY 14 Job Openings	% Change from PY14	Who are these companies?
<b>TOTAL</b>	<b>48,011</b>	<b>100.0%</b>	<b>42,202</b>	<b>13.8%</b>	
Information	12,035	25.1%	10,110	19.0%	Integral Marketing, Core Logic, LogRhythm, Stratus Consulting, Tectonic Group
Professional, Scientific and Technical Services	5,885	12.3%	10,601	-44.5%	Cadco, ParaScript, Arapahoe Dental, NexGen Storage, Westcon Group
Transportation & Warehousing	5,533	11.5%	2,004	176.1%	Capstone Logistics, FedEx Express, Denver Boulder Couriers, Dependable Transport Services, Keeter Enterprises, Marvs Quality Towing, VIA Mobbity Services, Perfection Auto Body Inc.
Health Care and Social Assistance	4,986	10.4%	3,222	54.7%	Always Best Care of Boulder County, Brookdale North Boulder, Good Samaritan Medical Center, SCL Health, Vitals Home Health Care Solutions
Educational Services	3,896	8.1%	2,130	82.9%	Boulder Valley School District, Avid4 Adventure, The Acorn School for Early Childhood Development, Thorne Nature Experience, Treehouse Learning

*(\*Compiled from Workforce Volume report for Boulder County run in 3 year comparison mode. Listed companies include companies posting directly to Connecting Colorado and companies posting jobs through US.Jobs (formerly called Job Central). Information, Manufacturing and Healthcare are Boulder County’s 3 Priority Industries as identified in the Governor’s Key Industry Blueprint. “Who are these Companies?” column includes companies that have posted jobs on Connecting Colorado since July 1, 2015).*

Also, according to the Colorado Workforce Development Council’s Talent Pipeline Report (January 2, 2015), certain skills have been identified that make employers more likely to promote individuals within their organizations. The top 15 skill clusters included for these promoted workers are: Economics; social media marketing; people skills; statistical analysis and data mining; software revision control system; software applications; multilingual; politics; user interface; human resources recruiting; analytical and problem solving; software development skills; mobile development; legal skills; and history, archaeology and anthropology.<sup>1</sup>

The Colorado Talent Pipeline Report also noted core skills that are necessary for success in work or education beyond high school. Those skills are listed below<sup>2</sup> and will be a focus of the workforce and education programs driven by sector partnerships and career pathways within the Central Planning Region.

- **Entrepreneurial:** Critical thinking and problem solving, creativity and innovation, inquiry and analysis, and risk taking
- **Personal:** Initiative and self-direction, personal responsibility and self-management, adaptability and flexibility, personal awareness, learn independently, and perseverance
- **Civic/Interpersonal:** Core academic foundation, collaboration and teamwork, communication, global and cultural awareness, and ethics and integrity
- **Professional:** Time management, career literacy, grit and resilience, work ethic—dependable and reliable, and self-advocacy

The Colorado Talent Pipeline Report also notes the top six “soft” skills required by employers (and their O\*NET definition), which are:

- **Active Listening:** giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate and not interrupting at inappropriate times
- **Critical Thinking:** using logic and reasoning to identify the strengths and weaknesses of alternative solution, conclusions or approaches to problems
- **Complex Problem Solving:** identifying complex problems and reviewing related information to develop and evaluate options and implement solutions
- **Judgment and Decision Making:** considering the relative costs and benefits of potential actions to choose the most appropriate one
- **Reading Comprehension:** understanding written sentences and paragraphs in work-related documents;
- **Speaking:** talking with others to convey information effectively.

Using Help Wanted Online ‘Wanted Analytics,’ the top skills and certifications demanded in current job listings by employers in the CCPR are shown in Table 5:

Table 5

Top 10 Skills & Certifications in Demand	
Skills	Certifications
Quality Assurance (QA)	Driver's License
Java	Certified Public Accountant (CPA)
Linux	Top Secret Sensitive Compartmentalized Information (TS SCI)
Customer Relationship Management	Continuing Education
Structured Query Language (SQL)	Professional Engineer (PE)

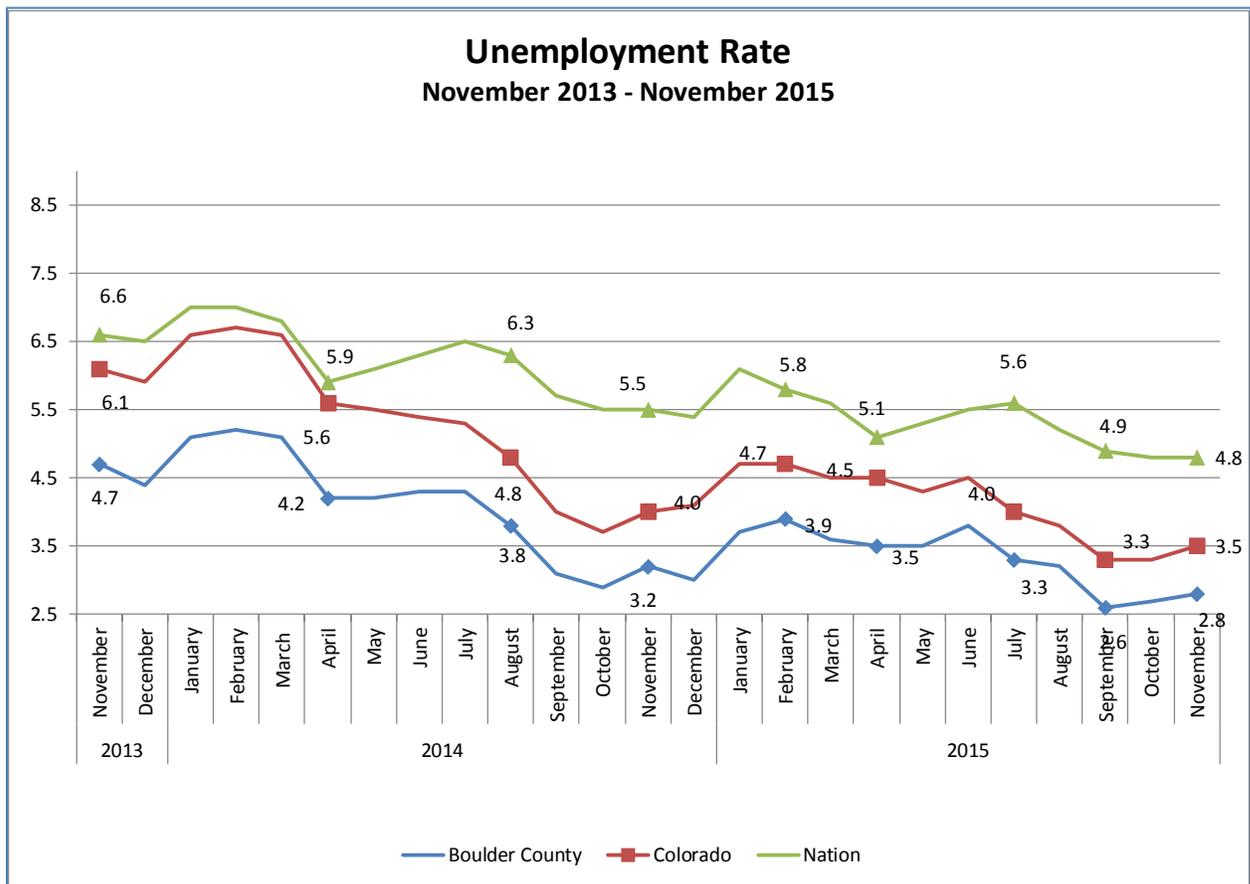
Source: Wanted Analytics

It is instructive to note that three of the five listed skills are programming language related.

**3) Provide an analysis of the workforce in the local area, 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 local area, including individuals with barriers to employment.**

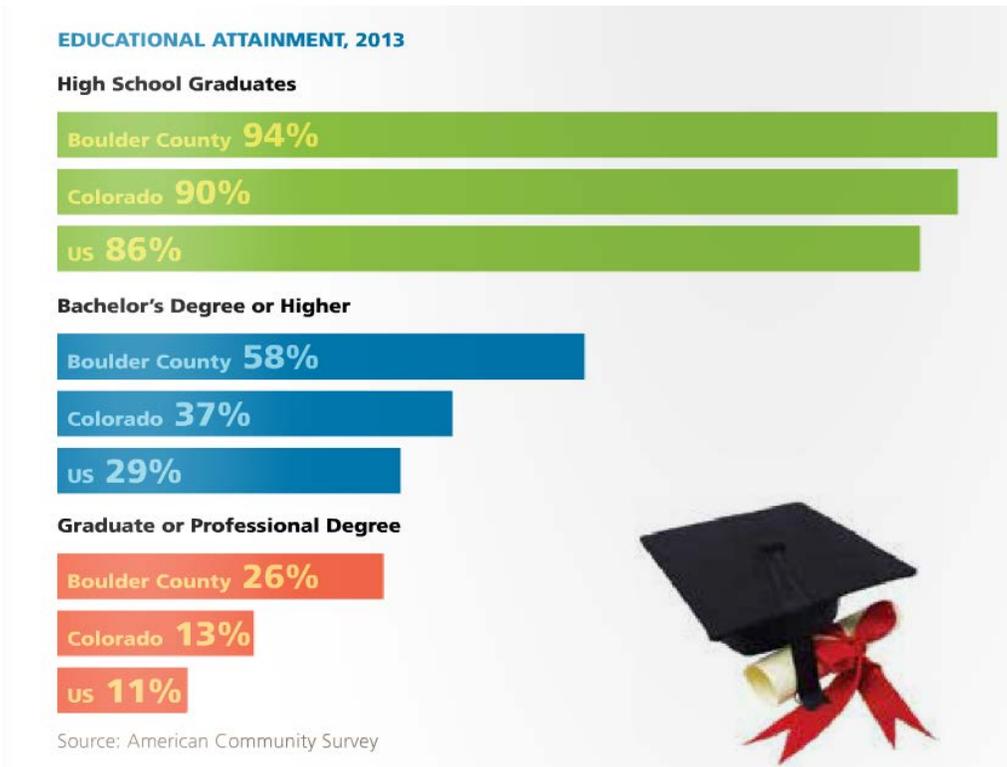
Currently within Boulder County there are 173,475 working individuals with an average annual wage of \$60,424. In addition to these currently employed individuals there are 11,072 current job openings within the County which is represented with a lower than 3% unemployment rate.

**Figure 1**



Boulder County has a highly skilled and educated workforce in comparison to the State of Colorado and the nation. The chart below from the Boulder County Trends Report 2015-2016 (The Community Foundation’s Report on Key Indicators) highlights educational attainment locally, for the state and the nation.

Figure 2



As observed in Figure 2, Boulder County outpaces the nation and the state in all education categories.

Although Boulder County has a robust healthy economy with low unemployment rates and the availability of high wage jobs, many of our residents continue to struggle with low-incomes, underemployment and long-term unemployment. Coupled with the rising costs of housing many are in need of multiple community supports and direct services in order to get by.

Workforce Boulder County, along with its partner agencies, including, but not limited to Community Action Programs, Adult Basic Education, Colorado Works (TANF), the Division of Vocational Rehabilitation, Disabled Veteran Opportunity Program, Boulder County Public Health, Boulder County Housing and Human Services, our local municipalities and non-profit agencies are tasked with collectively addressing the many needs of our community members. WfBC plans to work more closely with key and required partners to streamline our services, develop stronger referral processes and create and support an employment continuum built on evidence-based practices.

We have developed a comprehensive work plan with the Colorado Works Program that provides hands-on support to TANF recipients and TANF eligible individuals whereby WfBC provides

comprehensive job readiness training, one-on-one coaching, GED preparation and testing and work-based learning opportunities.

WfBC Business Services staff has developed strong relationship with employers representing a diverse array of industries in order to understand their needs and develop services that are mutually beneficial to both the supply and demand side our local labor force. The team has developed a strong internship program that serves youth, individuals with barriers to employment, REHIRE participants, dis-located workers and TANF and TANF eligible clients.

**4) 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.**

Due, in part, to record low unemployment in Boulder County, employers face challenges finding well-qualified employees. This is exacerbated, to some degree, by job seeker knowledge and skills gaps that reflect many of the available high tech jobs. In response, WfBC intends to implement a diverse array of services and activities to better meet employers' needs and to build a more skilled and job-ready workforce.

Examples of activities we intend to implement include: The provision of free, in-house trainings at a variety of locations that are tailored to meet the specific needs of industry groups, and address job seeker skills and knowledge gaps; internship and on-the-job training (OJT) programs designed to facilitate movement from experience-based opportunities to secure employment; career navigation and other supports for individuals who possess significant barriers to employment; improved employer communication and outreach strategies that result in the creation of direct pipelines between job seekers and employers; training and business services support to employers to help them hire and retain qualified employees; and collaborative efforts with training and education partners to develop curriculum for specific career pathways, and reduced education time frames to facilitate quicker access to employment opportunities.

The following discussion outlines some of the strengths of WfBC's workforce system and services.

- WfBC has a robust, free in-house training and skill-building program offering upwards of 500 workshops per year at a variety of times and locations. Workshops focus on a host of topics including soft skills development (e.g., interpersonal skills, communication, problems solving), money management, maintaining housing, and job-specific competencies. We take a holistic view of individual development, recognizing that successful employment is just one element of self-sufficiency, particularly for those emerging from poverty. Moreover, we recognize that those with significant barriers to employment may have experienced bouts of homelessness or other traumatic live events. Training efforts include concepts borrowed from Motivational Interviewing, Bridges out of Poverty, Co-Active Coaching, Executive Functions, and the Trans-

theoretical Model of Change, and are designed to grow participants' interpersonal effectiveness, awareness, and personal motivation.

- WfBC provides an in-house GED and Adult Basic Education Learning Lab in our Longmont one-stop location. This Lab is unique in that services are tailored, in content and speed, to meet each individual's needs and ability, and the timeframe for completion is dependent only upon the schedule, academic starting point, and determination of the individual learner. Each student works individually toward both their academic and career goals with the support of an Adult Education Specialist, available daily for questions and guidance. These Specialists provide participants with individualized curriculum support and "homework" to prepare them for taking and passing the GED.
- WfBC is fortunate in having a highly qualified staff with demonstrated performance in the provision of multi-level assistance to employers. Our staff participate in regular trainings to develop uniform skills in the following areas:
  - Support in the creation of job descriptions;
  - Assessments of candidate skills;
  - Pre-screening of candidates and active referrals;
  - Support to employers and potential candidates to provide opportunities to assess fit;
  - Opportunity for employers to request training on specific skills (training specific to their business/culture); and
  - Self-directed learning labs that target career, academic, interest and personality inventory assessments such as StrengthsFinder, Myers-Briggs, and College in Colorado to guide individual career planning and development.
- WfBC enjoys strong relationships with key education providers including community colleges, leaders of the Tectonic Group (apprenticeship programs), local school districts, and other training service providers. These partnerships provide us with opportunities to explore opportunities to bridge learning and skills gaps that exist between job seekers and our key industry partners.
- Finally, WfBC has expertise in the provision of programming targeted at older workers (50+). For example, WfBC participates in ReHire and offers workshops and networking programs specifically targeted to assist older adults. ReHire Colorado is a transitional employment program created by the Colorado Legislature in July of 2013, and is administered through the Colorado Department of Human Services. Given the aging of the population and the desire for many older adults to stay actively employed, we will continue to refine efforts focused on this important population.

While WfBC enjoys many strengths, we also recognize the importance of implementing continuous improvement efforts that adjust to changing market conditions, as well as the needs of individual employers. The following discussion represents some of the weaknesses or, as we see it, opportunities for WfBC refinement efforts.

- Given the strength of our local economy, many of the people served by WfBC are either those who are highly skilled in a specific area and in need of career redirection *or* are those who have significant barriers to obtaining and maintaining successful employment. Individuals falling in this latter category possess a number of skill deficits or barriers that require targeted and intensive services. Issues faced by this population include:
  - Very low skills and limited education
  - Limited or no employment history
  - Decreased confidence/ self-esteem
  - Limited English
  - Lack of adequate resources that prohibit ease into employment, such as access to child care, reliable transportation and sustainable housing
  - A criminal background
  - Limited or no support system
  - A history of substance abuse or mental health issues

We intend to work with our community partners to develop strategies and supportive programs that target needs across these skill and learning deficits, as well as address other barriers tied to individuals' life circumstances.

- Increasing funding for training and skill development for incumbent workers is critical. Most of the existing funding available to job seekers does not allow for training of incumbent workers. We observe this to be a growing need in the County, and employers are requesting assistance in this area.
- WfBC sees the need to increase its outreach and marketing efforts in order to establish more systematic referral processes from community partner, employers, job seekers to WfBC programs and services. In the PY16, we will explore opportunities to expand the use of social media, traditional marketing efforts, and the use of community forums as ways to get the word out about our services.
- There is a need to identify and track talent profiles of clients in order to improve job placement rates. Our Talent Pool initiative, currently in development, is designed to catalogue and monitor the education levels and skills of job seekers, and will go into full implementation in the coming year.
- The Boulder area has seen increases in Spanish speaking job seekers, which requires us to offer more services in Spanish. Currently, financial and housing related workshop tracks are offered in both English and Spanish. WfBC intends to expand career workshops and/or individual career coaching opportunities for our monolingual Spanish-speaking community over the next year to better meet the employment needs of this underserved population. In addition, WfBC intends to enhance the “gateway” into WfBC services by marketing the growing role of our Employment Advisors (often the “first-contact” to WfBC services) as a resource for monolingual Spanish speaking people in our community who need a place to start their pathway to employment
- The GED Learning Lab is growing in popularity and saw an average of five new orientations per week in 2016. While the Lab is on an upward trend for enrollment, there is only one location, which is in Longmont. People who do not live in Longmont may struggle in their ability to travel

to this site. Workforce Boulder County recognizes the need to expand office space to a location beyond Longmont and is exploring space and funding options for a second GED Learning Lab location in Boulder County.

**5) 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 WfBC Board’s strategic vision seeks to support job seekers and employers, alike, to create a strong, vibrant and inclusive economy in Boulder County. By leveraging and strengthening our diverse partnership with employer groups, allied workforce efforts, and education and training providers, we will create the necessary conditions for moving all job seekers to high quality and sustained employment.

WfBC’s vision provides direction to a set of strategic goals that are designed to demonstrate progress toward, and fulfillment of, WIOA performance accountability measures across core program areas. The following discussion summarizes each of these goals and provides example strategies for each. Performance on each goal will be assessed over the course of WfBC efforts, and adjusted in response to collected data.

**Goal 1: Utilize new technologies and data sources to help guide and support all workforce development and employer support strategies, and to provide visibility into performance measures.** WfBC will invest in the acquisition and use of new systems to improve the efficiency and effectiveness of WIOA service efforts. This includes use of labor market data to keep pace with, and adjust to, changes in local market conditions; use of innovative technology tools that support evaluation data collection, service delivery, data sharing, and management across all WfBC strategies; and use of client-centered feedback to support the refinement of efforts over time.

**Goal 2: Develop strategies and provide intensive services targeted to individuals with significant barriers to employment.** WfBC recognizes the need to implement intensive services to those demonstrating significant barriers to labor force entry. Efforts related to this goal include the provision of more work-based learning opportunities, access to in-demand industry certifications, job readiness training, and relevant skill building efforts. In addition, we will seek to widen access and tailor core services to people with disabilities, veterans, out of school youth, young adults with

limited work history, those facing language barriers, those with criminal justice involvement, or who have experienced homelessness.

**Goal 3. Develop Sector Partnerships to increase focus on growing market segments and to drive the specification of career pathways.** WfBC is actively engaged in one active (Advanced Manufacturing) and one emerging (Technology and Information) Sector Partnerships in the Boulder Region. WfBC leadership will work with companies, education, economic development and community organizations to understand the needs of these growing sectors, support partnership efforts and to specify the training and education requirements needed to move job seekers toward employment. This will result in the development of relevant career pathways for each sector. Additionally, WfBC will begin to explore opportunities to engage in the active Health and Wellness Sector Partnership, as it represents a growing employment opportunity for Boulder job seekers.

**Goal 4. Strengthen strategic partnerships with education and training partners to focus curriculum and accelerate time to placement.** WfBC recognizes the importance of moving job seekers through training and education activities as quickly as possible in order to help them obtain jobs within a realistic timeframe. The Board will work with local educational providers to reduce education costs, and explore opportunities to concentrate learning efforts. Additionally, the Board will support individual training accounts in in-demand industries sectors/ occupations and will work closely with the business community to develop a variety of work-based learning opportunities.

**Goal 5: Streamline customer service and support efforts to improve worker efficiency and effectiveness.** WIOA requires improved integration of services in order to better meet the needs of both job seekers and employers. WfBC currently utilizes paperless case management practices and recently launched a universal application and eligibility matrix tool that streamlines service and eases access to programs. Employment Advisors (EAs) will use the universal application as a tool to triage job seekers to services and programs for which they might be eligible. Additionally, EAs will use the service(s) matrix as a tool to regularly evaluate and determine which services and programs are the best match for our clients.

**Goal 6. Develop and implement systems and strategies designed to support effective employer engagement to better ensure job placement and long-term retention.** WIOA places increased emphasis on the successful provision of employer engagement activities. WfBC will work to refine its communication, support and collaboration with employers and industry groups to ensure their industry-based needs are understood and met, and to aid in the efficient placement of job seekers possessing requisite skills.

- 6) **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.**

The Workforce Boulder County Business Services Team consists of a Business Engagement Representative (BER), Business Development Representatives (BDR) and Internship Coordinators. The team provides a menu of services for local business to help develop the larger workforce. Efforts focus on partner agencies, statewide business developments representatives and sector-based organizations that are designed to develop strategies that address industry-specific needs. The team works closely with the workforce development to vet and build business service initiatives.

**(i) What outreach activities are planned to increase business engagement in your local area?**

The Business Services Team will be working on efforts to streamline messaging to highlight the value of these important services. The team will work closely with our department’s Communication Specialist to ensure effective uses of our workforce website, collateral material and other outreach communications. Below are some of the ways we will conduct outreach to local businesses:

- The BDRs recently made improvements to their hiring event processes, scheduling and communications. They will actively maintain a regular, ongoing hiring event schedule to ensure that employers and job seekers are aware of dates for hiring events.
- Utilizing a system-wide approach, Business Services staff will work to ensure that employers are never waiting for a requested service. This process improvement effort will be built into the roles of existing staff in relation to their key areas of assistance, and will support proactive targeting of industry-specific outreach activities.
- WfBC will be investing in Economic Modeling Specialists Intl. (EMSI) in order to increase our intelligence and our ability to engage businesses through the use and support of quality data. As described in their mission statement, “EMSI turns labor market data into useful information that helps organizations understand the connection between economies, people, and work. Using sound economic principles and good data, we build user-friendly services that help educational institutions, workforce planners, and regional developers (such as workforce development boards, economic development organizations, chambers, utilities) build a better workforce and improve the economic conditions in their regions.”
- Staff will also engage employers through convening regularly scheduled Employer Education Series. These series will focus on solutions to workforce challenges such as hiring best practices, workforce trends, retention strategies and other core barriers to attracting and retaining job seekers.

**(ii) How will the Business Services Team be utilized for this purpose?**

The Business Services Team will lead the effort to develop strategies and services that successfully engage employers. The team will conduct outreach to business partners in Connecting Colorado, the Metro Denver Manufacturing Sector Partnership, and TEC-P. Other programs of design will focus on

providing hiring incentives through the development of work-based learning including internships, OJTs and apprenticeships. Other business services strategies include:

- Outreach, coordination and planning, tracking, compiling survey results/adjusting services as result of survey
- Using main connection points with employers as a way of initial engagement
- Continued involvement with community partners to connect a wider base of job seekers to available employment opportunities to meet the needs of local area businesses
- Data analysis for labor market information (LMI) and confirming data with industry contacts and representatives to support services and program development

Finally, Business Services has developed a new service model composed of Business Development and Business Engagement. Business Engagement will conduct outreach to employers and provide core services, while Business Development will provide more intensive workforce development services.

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

WfBC's LWDB is composed of a broad-based representation of our community. It meets regularly and members are asked to act as subject-matter experts in their industry by attending local events on our behalf, and by providing feedback to WfBC staff. Our LWDB is regularly informed of our various sector initiatives, and is asked to lend its expertise to assist in the support and improvement of efforts associated with their expertise. Board members are also regularly updated regarding Business Services efforts that relate to Sector Partnerships and Career Pathways.

WfBC's LWDB supports the various efforts described above by engaging with business partners and sharing information with our staff. We will continue to draw on their individual and collective expertise to further our business engagement objectives.

As one example of this work, WfBC staff will directly reach out to employers on the LWDB for insight and navigation support to the business community. These members will be approached to help assist with soft introductions to industry leaders, as needed, by the community. The board members will also support business engagement and development through:

- Lending voice to collaborative efforts
- Acting as pilot partners for new initiatives
- Connecting contacts in industry to local/regional efforts

**(iv) How will sector partnerships be utilized for this purpose?**

Sector partnerships will help to guide and target outreach and engagement efforts to the industry-specific employers. Finding common themes and needs among employers will set the groundwork

for the design of education and program activities that fit employment needs and help to structure the design of Career Pathways. These sector partnership activities include:

- Targeted outreach and events to employers (healthcare, manufacturing, and IT)
- Data analysis using labor market information to inform workforce trends and tailor the development of industry pathways
- Creation of a talent pool for in-demand occupations and industries; tracking; facilitating connections between employers and job seekers through internships, and on the job training opportunities

**(v) What are your objectives and goals for these activities?**

The goals and objectives of these engagement activities include:

Goals:

- 1) More effectively outreach to area employers
- 2) Improve business service strategies
- 3) Build and deliver a menu services that address area business demand/need

Objectives:

- 1) To provide seamless access to business development services for area businesses that produces positive economic returns for businesses, industries and our community.
- 2) To create an integrated system that responds rapidly to business needs through ease of use of technology and services which results in ready access to a skilled and competitive workforce.

**7) 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 PY16.**

WfBC is developing a number of efforts that will support incumbent worker training programs, expand internships and on-the-job training opportunities and provide customized training to support successful employment in more demanding occupations. As a part of this effort, WfBC has made a number of functional adjustments to its internship coordinating staff which is designed to streamline and simplify existing processes, and align with staff development efforts. Specific efforts that are currently underway include the following:

- A Certified Nursing Assistant (CNA) Project with Longmont United Hospital. This efforts makes internships and on-the-job training opportunities available to youth interested in

CNA careers, and uses funding for marketing internships and on-the-job-training programs to nursing schools.

- Information Technology (IT) and Tectonics Program. A local high tech employer has engaged with WfBC's Business Services team to provide fifty individuals (including youth) with training in IT careers, plus internships following successful completion of training.
- Adult/Dislocated Worker (DW) efforts. WfBC Business Services will focus on the in-demand industries of IT, Manufacturing, and Healthcare to develop additional internship and work-based learning opportunities for Adult and dislocated worker clients. WfBC is committed to enrolling 10% of participants in work-based learning placements.
- OJT/Internships. WfBC will utilize career pathways and engage with sector partnerships to help fill these positions with our employers; engage with current career pathways partners and build on these relationships to network and outreach to employers while continuing to engage in our sector partnerships.
- Incumbent Worker Efforts: Promotion of Incumbent Worker Training will come from outreach to the Workforce Board, mandatory WIOA partners, other Boulder County Government agencies; marketing of the Talent Pool; and through Community Services Communications staff. In addition, WfBC received a National Emergency Grant (NEG) which provides support to dislocated workers who are currently unemployed by expanding the capacity to serve this client group through enhanced employment and training services.
- Workforce Boulder County "Career Club." The Career Club provides peer-support during Work Based Learning Programs. The vision of the Club is to further equip work-based learning participants to advocate for themselves in a professional manner both while job searching and with future employers. The Career Club serves as a space for people in work-based learning programs to raise concerns, engage in conversations about work opportunities, and build a support network with their fellow participants. By connecting regularly with participants, Career Club facilitators serve as resource supports and, when appropriate, can bring concerns to Internship Coordinators and/or Case Managers working with the clients.
- Development of regional OJTs. WfBC is developing a regional contract agreement for employers when doing a multi-regional OJT. This provides employers with a single form to complete instead of multiple contracts from disparate regions.

- (ii) **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 PY16 specific planned objectives and measureable outcomes.

WfBC will use our relationships with employers to engage them in our Sector Partnerships in the following ways.

1. Engagement with employers will need to be strategic and intentional, and this will be supported by our sector partnerships.

2. For TECP and NEG, we are doing targeted outreach to IT employers; participating in the TECP business outreach workgroup and marketing workgroup; engaging with identified educational training partners.
3. The Metro Manufacturing Partnership (MMP) convened for the first time in October 2014. In the first year, the partnership struggled with generating industry engagement despite finding many small-scale successes in advancing outreach in K-12 education. The MMP made the decision at the November 2015 Sector Summit to re-launch the partnership, securing commitments from a group of industry representatives to act as the convening team.

The MMP relaunched in February 2016, aiming to build a coalition of manufacturers in greater Denver to help align and leverage existing efforts to strengthen the industry through partnership, create a comprehensive agenda to support shared needs and opportunities for growth, and position multiple programs and systems in the public sector to respond quickly to economic changes.

As an original convening public partner of the MMP, WfBC will continue to support the development of this industry partnership. Manufacturing is one of Boulder County's key industries, with many opportunities for industry growth within the region. Business Services staff continues to share information and extend invitations to participate with local area manufacturers and leverage relationships with LWDB members in manufacturing.

- (iii) **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 PY16? Indicate the current status of your partnerships, (active, emerging, or exploring), plus PY16 planned objectives and measurable outcomes.

WfBC is participating in one active Sector Partnership (Technology and Information) and one emerging Partnership (Advanced Manufacturing). In PY16, we plan to begin exploring Health and Wellness Sector Partnership, which is also “active” within our region.

**Advanced Manufacturing:** The Metro Manufacturing Partnership (MMP) convened for the first time in October 2014. In the first year, the partnership struggled with generating industry engagement despite finding many small-scale successes in advancing outreach in K-12 education. The MMP made the decision at the November 2015 Sector Summit to re-launch the partnership, securing commitments from a group of industry representatives to act as the convening team. In 2016, the MMP relaunched with the aim of building a coalition of manufacturers in greater Denver to help align and leverage existing efforts to strengthen the industry through partnership, create a comprehensive agenda to support shared needs and opportunities for growth, and position multiple programs and systems in the public sector to respond quickly to economic changes. WfBC will continue to support the development of this

industry partnership. Manufacturing is one of Boulder County's key industries, with many opportunities for industry growth within the region. Business Services staff continues to share information and extend invitations to participate with local area manufacturers and leverage relationships with LWDB members in manufacturing.

The current goals of MMP include:

1. **Build “the big table” of the many diverse manufacturers** in the Greater Denver area that can help align and leverage existing efforts.
2. **Create (with a skilled facilitator) a comprehensive agenda** that directly supports MMP’s greatest shared needs and biggest opportunities for growth.
3. **Position the multiple programs and systems in the public sector (economic development, education, workforce development and others) to respond** accurately, in coordination and at the scale needed to address the organization’s needs.

**Technology and Information:** Participation in this sector Partnership includes efforts with the Technology Employment in Colorado Partnership, a partnership devoted to connecting the long-term unemployed and underemployed with the information technology industry and the National Emergency Grant that provides the opportunity to further embed a defined sector approach into work-based learning approaches to create customized training activities for eligible workers. For each of these efforts, we are conducting targeted outreach to IT employers, participating in both the TECP business outreach and marketing workgroups; and seeking to cultivate relevant education and training partners.

The measurable outcomes for the TECH-P Grant are outlined below.

Time Period	Year 1	Year 2	Year 3	Year 4	
OJT	2	6	5	2	15
WE	0	0	0	0	0
INTERNSHIP	5	10	10	5	30
INTENSIVE	0	0	0	0	0
CERTIFICATIONS	10	20	20	5	55
INCUMBENT	0	0	0	0	0
<b>Totals</b>	<b>17</b>	<b>36</b>	<b>35</b>	<b>12</b>	<b>100</b>

The measurable outcomes for NEG Sectors Grant for Program Year 2016 are outlined in the table below.

Participants (Cumulative)	Jul-Sept 2016 Qtr 5 Plan	Jul-Sept 2016 Qtr 5 Actual	Oct-Dec 2016 Qtr 6 Plan	Oct-Dec 2016 Qtr6 Actual	Jan-Mar 2017 Qtr 7 Plan	Jan-Mar 2017 Qtr7 Actual	Apr-June 2017 Qtr 8 Plan	Apr-June 2017 Qtr 8 Actual
Participant Enrollments	30		36		39		44	
Received Career Services	1		4		4		8	
Received Work-Based Training (WBT)	0		0		0		0	
WBT - OJT	10		13		13		13	
WBT - Apprenticeship	0		0		0		0	
WBT - Transitional Jobs	5		5		5		5	
WBT - Incumbent Worker	1		1		2		2	
WBT - Customized Training	0		0		0		0	
Received ETPL Training	10		13		15		16	
Attained Credential	3		3		3		3	
Received Supportive Services	0		0		0		0	

**Health and Wellness:** In PY16, WfBC will be exploring participation in the Greater Metro Denver Healthcare Partnership. Due to the rise in the need for health care services and the planned opening of a University of Colorado Health hospital in Longmont in late 2016, we believe this is a good time to explore our participation in this Sector Partnership. We will join with their efforts to explore in-demand occupations that include nursing specialties, critical care, medical laboratory technicians, medical lab scientists, surgical technicians, and medical coding and billing, and pharmacy technicians.

- (iv) **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 PY16 planned objectives and measurable outcomes.

As part of the Career Pathways model, Workforce Boulder County will begin to create a fully robust continuum of career services. This will be done by partnering with local high-impact employers and educational institutions to develop an integrated training plan tailored to the staffing needs of these employers. The redesign of Business Services within WfBC will assist in creating a sector-based pathway within specific industries based on research of growing markets and best-practices. This is accomplished by connecting with key, local employers to determine skillsets, talents, and needs of growing job positions. In addition to working with employers, the WfBC Career Pathway efforts will build relationships with technical schools. This will enable us to establish an entry point from which a pathway towards specific industry skill-sets, talents, and needs can be built. It will also allow us to coordinate with case managers and trainers to identify a cohort of participants.

Specific Objectives and measureable outcomes for PY 16 in relation to each Pathway include:

Advanced manufacturing

- Develop a marketing and communications strategy

Technology and Information

- Develop a marketing and communications strategy

Health and Wellness

- Objectives should be developmental

Also, in partnership with the Colorado Workforce Development Council, WfBC has provided a staff member to act as a Project Manager for the overall creation of the Information Technology competency models and career pathways. This WfBC Business Services staff member reports to the Colorado Technology Association (CTA) and WfBC.

**The Purpose of this Partnership:**

1. To create competency models for approximately five to ten top in-demand Information Technology (IT) jobs for inclusion in the Rework America Connected Initiative (Rework America) site roll out in March 2016;
2. To organize and manage skill panels for the Rework America
3. To map career pathways in alignment with the statewide framework of the Colorado Workforce Development Council and the Colorado Community College System (CWDC and CCCS)

The Project Manager is responsible for the following;

Creating competency definitions for top jobs:

- Preparing meeting materials from research being provided to form draft competency definitions.

Engaging business experts:

- Inviting companies to provide subject matter experts for each top job to participate and engage in Competency Review Meetings.
- Working with those companies to identify the subject matter experts and schedule them into a Competency Review Meeting.
- Organizing the Competency Review Meeting logistics and take minutes.
- Preparing the post-event reports.

Sharing results of the Competency Review Meetings to influence curriculum alignment:

- Planning, organizing, and convening a “Skills Panel” event where the competency definition of each top job will be shared with educators and workforce development experts.
- Inviting educators and workforce development experts.
- Running the event.

- Tracking feedback and comments from participants and package into refined competency definitions.

Mapping defined careers into a Colorado pathway:

- Assisting in researching what existing career pathways for IT exist in Colorado.
- Identifying gaps in existing career pathways and develop project plans to address those gaps, aligning closely with CWDC’s Career Pathways framework.

Coordinating advocacy/media campaigns associated with this IT Career Pathways Project.

- Serving as one point of contact for information, event dates, and other media or outreach activities associated with the Rework America Connect Initiative
- Communicating with stakeholder groups to ensure awareness of opportunities available through this initiative.

**8) 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):**

With the movement into a one-stop facility in Longmont (“The Hub”) with the Department of Housing and Human Services, Public Health, and Mental Health Partners, Workforce Boulder County is now more strongly integrated with key agency and community partners to expand accessibility and wrap-around services for individuals with barriers seeking employment. Staff from Workforce Boulder County are developing deeper connections with partnership programs that support these individuals in an effort to match employment programming more closely to each person in need. Specifically, Workforce Boulder County is engaging in cross-program and cross-department initiatives with:

- Colorado Works Case Management
- Family Self-Sufficiency Case Management
- Tenant Based Rental Assistance Case Management
- Housing Stabilization Program
- Boulder County Housing Authority
- Criminal Justice Services – Re-entry programming
- Family Unification Program
- Family and Children’s Services
- Child Support Services – Responsible Payers Program

In 2015, Workforce Boulder County, in collaboration with Department of Housing and Human Services, received the HB14-1335 Employment-Focused Programming grant funding from the Colorado Department of Human Services to actively develop, improve upon, and expand program delivery that results in employment entry, retention or wage progression for Colorado Works recipients. Workforce and the Department of Human Services served as a pilot group to be a part of the Colorado Works programmatic shift away from process, and towards outcomes, particularly employment. The work under this grant focuses on three strategic domains, identified by the Colorado Department of Human Services, to cultivate this programmatic shift:

- Creating an employment-focused program (skill acquisition and culture change);
- Assessment and employment planning; and
- Employment-focused services.

Through this grant, Workforce Boulder County fine-tuned an Employment Navigation Service as a cross-department project with the Department of Housing & Human Services. Employment Navigation Services include the creation of unique employment plans targeted to each individual's unique career goals, interests and skill sets. Specific components of the Employment Navigation Support Services include:

- Career exploration;
- Transferrable skills & interest analysis;
- Career & community “matching”;
- Coaching and empowerment;
- Benefit analysis;
- Educational options;
- Skills building & referrals; and
- Post-Hire Support for Retention, such as
  - Job Coaching
  - Employer Coaching
  - Career Development and Financial Literacy Workshops post-placement.

As part of the HB14-1335 Employment-Focused Programming grant, Workforce Boulder County looked at its client population and determined that people with barriers to employment often require immediate, unsubsidized employment as a first priority versus long-term training options. This population does not have the financial resources to go without wages (or potential loss of benefits) to support them and their families in order to participate in long-term training.

WfBC will continue develop approaches to engage and serve individuals with barriers to employment. These approaches include, but are not limited to the following;

- The Youth program works closely with businesses represented by LWDB members to access work-based opportunities for clients, including those with barriers to employment.

- Strengthen partnerships with ABE and DVR through cross-training activities, sharing of knowledge and date and reinforcing our referral processes.
- The Adult and Youth WIOA and Employment First teams actively co-enroll applicants between the programs to leverage resources and better assist clients to prepare for and grow within their career pathway development (this includes offering vocational training scholarships, paid internships, and On-the-Job training).
- WfBC will continue collaborating and developing strategies with its internship staff to develop individualized opportunities for work, career exploration, and job-shadowing experiences based on the youth clients' interests, as well as providing labor market information in support of career pathways development.
- WfBC plans to identify and develop youth-focused workshops and job clubs for soft-skill development in youth clients while they are enrolled in internship or other work-based learning activities.
- We will develop partnerships with community agencies by improved messaging regarding services and resources available for eligible participants. WfBC is now collocated at the St. Vrain Community Hub in Longmont with other Community Services divisions, Boulder County Housing and Human Services, Mental health Partners and Public Health. This is improving our integration with related County programs and increasing our visibility, which increases access to services for our clients.
- WfBC developed a universal application for anyone seeking employment, and an eligibility matrix tool for all staff to more easily guide and streamline the process for service delivery and co-enrollments. Staff will analyze the value and customize the services per individual customer, taking into consideration core Workforce programs, including Wagner Peyser, Adult, Dislocated Worker, and Youth. The Universal Application will be used to expand access to all program offerings within WfBC. The use of a single application will result in easier access for all clients as well as a more efficient way to determine if a co-enrollment is appropriate and beneficial.
- Employment Advisors will be conducting client outreach through Community Justice Services. A staff member will be attending the local community re-entry resource group for clients transitioning out of the justice system. Partner attendees will mutually educate one another on resources and services that support re-entry and will develop peer relationships that build a more systematic approach to service delivery.
- Employment Advisors will be conducting outreach to Monolingual Spanish speaker(s) and developing partnerships with other agencies that provide direct services to this population.

.WfBC will continue to work closely with education partners and businesses in order to influence and develop strong connections for job seeking customers to key demand driven education and training certifications. Working with Front Range Community College, the area Career and Technical Education Centers, the Eligible Training Provider List (ETPL), business board members, WfBC will determine areas to guide job seekers toward sustainable careers.

**9) 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.**

WfBC program management staff, leaders from ABE and DVR will work together to develop agreements and strategies to align resources, refine access to and delivery of services and design interagency referral processes. The LWDB consists of member representation from both Adult Basic Education (ABE) and the Division of Vocational Rehabilitation (DVR).

Workforce Center staff along with partners from DVR and ABE attended a week long Job Seeker Lean Processing Event in March, 2016, to create an implementation plan for service and system enhancements. The chart below outlines the key areas to be addressed in the implementation plan which is scheduled to begin late spring 2016.

**Key Changes & Benefits**

Key Change	Tangible Benefits
<b>Expanded Awareness</b>	<ul style="list-style-type: none"> <li>• Jobseekers are consistently more aware or quickly made aware of relevant jobseeker programs &amp; services, as evidenced by increasing customer contacts and services. Integrated with CWDC branding campaign in 2016.</li> <li>• Improved public awareness of services leveraging consensus developed via Universal Access Matrix</li> </ul>
<b>Universal Access Matrix &amp; Triage</b>	<ul style="list-style-type: none"> <li>• Detailed directory/menu of all locally relevant programs &amp; services for staff, with appropriate training and follow ups, ISPs, roadmap.</li> <li>• Includes Unemployed (including Long-Term), Migrant Farm Workers, Corrections (including Youth), Veterans, 50+, Adult Ed, English Language Learners, Vocational Rehabilitation, TANF, Employment First, Youth etc..</li> <li>• Simplified (1-2 page) Triage approach adaptable for all partner walkup customers, phone contacts &amp; ultimately online, perhaps in a decision tree.</li> </ul>
<b>Modernized Resource Rooms</b>	<ul style="list-style-type: none"> <li>• Meet the vision for a welcoming, inclusive and productive environment for all employers and jobseekers.</li> <li>• Updated recommendations for customer-centered design of office environment, flow and layout.</li> <li>• Update inventory of assistive equipment and software</li> </ul>
<b>Explore CRM Capabilities</b>	<ul style="list-style-type: none"> <li>• Use state-of the art CRM functionality to deliver relevant and customized information across the system at an individual jobseeker level (e.g. Connecting Colorado, Salesforce.com etc..). Include document management, workflow, alerts etc.. as feasible.</li> </ul>
<b>Standard Forms / Function Crosswalk</b>	<ul style="list-style-type: none"> <li>• Reduce duplication of programs, service &amp; data collection for one stop shop. Standard Individual Employment Plans, Affidavit of Immigration, Comprehensive Assessment, Interest Assessment and Release of Information.</li> <li>• Approved final documents in common Google folder accessible to all stakeholders</li> </ul>
<b>Workforce Training for UI Reps</b>	<ul style="list-style-type: none"> <li>• Improve use of CC beyond simple registration, including training on triage approach for current UI Call Center staff as well as all new cohort training &amp; orientation.</li> <li>• Connect UI customers directly with deeper sets of resources and tools for job engagement (well beyond compliance) with a focus on Reemployment</li> </ul>

<b>Sustained Cross-Training of System Partners</b>	<ul style="list-style-type: none"> <li>• Include Workforce, DVR, Adult Ed, Eligibility, Veterans, TANF, EF, CCAP, DOC, etc.. Include cultural awareness, disability, homeless, child support, mental health, and recommendations to close key knowledge gaps.</li> <li>• Identified best practices for follow up services re: job advancement, career paths,</li> </ul>
<b>Optimized Audits</b>	<ul style="list-style-type: none"> <li>• Question magnitude, frequency of audits. Open a sincere dialogue regarding each audit impact on staff ability to effectively serve all universal and program customers.</li> </ul>
<b>Data Source to Confirm Employment</b>	<ul style="list-style-type: none"> <li>• Improve WIOA metrics by avoiding 6-9 month lag for CUBS employment &amp; wage data.</li> <li>• Reduce duplicate / follow up calls outreach to determine job status. Ensures compliance at reasonable cost &amp; time lag. Improve effectiveness of actual return on investments</li> </ul>

The Business Services Leadership Team, a statewide group, with representation from WfBC, has invited and included the DVR in the business services leadership meetings. DVR and workforce center staff has discussed business engagement coordination, messaging and service delivery practices. Our local business services team has an established working relationship with the DVR, Business Outreach Specialist and we anticipate further development of strategies to engage business and develop collaborative initiatives.

The Learning and Empowerment Team has been working with the Adult Basic Education providers to share information, coordinate service delivery and develop processes for inter-agency referrals.

WfBC intends to further efforts toward expanded coordination of service delivery with both partner agencies throughout the next program year (July 1, 2016 to June 30, 2017). The goal is to reach local agreements regarding support of the one stop delivery system, identify the service strengths of each agency, and develop an improved inter-agency referral process and co-enrollment linkages across systems through on-going meetings leading to the development and implementation of a Memorandum of Understanding (MOU). MOUs will be in place by July 1, 2016.

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

Workforce Boulder County has robust linkages with the Unemployment Insurance (UI) Programs which includes co-location, service delivery and implementation of UI initiatives. Currently, an Unemployment Insurance Officer is co-located at our Longmont site. Wagner-Peyser services are engaged in two specific UI initiatives, as well as one that is close to implementation and one additional initiative still in the planning stages.

The current initiatives are:

- Links to Reemployment- This partnership between the Colorado Department of Labor and Employment (CDLE), Unemployment Insurance Division and WfBC provides UI claimants with reemployment services earlier in their claim cycle. These claimants are selected by CDLE as likely to exhaust regular UI benefits and may benefit from job search assistance services. Once claimants have been selected by the CLDE, WfBC conducts outreach and schedules each claimant for an orientation to WfBC services. Links to Reemployment Orientations have been effect since October 2015.
- UCX Pilot- This program is for veterans receiving UI benefits with military wages. The program began in January 2016. CDLE expects to serve approximately 300 veterans statewide. The number of participants for Boulder County is unknown and program participation is voluntary. If a veteran chooses to enroll, then he or she receives an email with instructions and is asked to visit the local workforce center for services. The purpose is to encourage veteran claimants to engage in workforce center services in order to reduce the number of weeks on UI benefits. The pilot will end June 30, 2016.
- Reemployment Services and Eligibility Assessment (RESEA) – This initiative is similar to Links to Reemployment in that CDLE selects which UI claimants are required to attend and then WfBC schedules selected candidates for participation. Claimants attend an orientation and receive one-on-one counseling with an Employment Advisor. The claimant is required to complete assessments, job search contacts and other services to create an individualized job search plan to be reviewed by program staff . It is undetermined whether WfBC will implement this program due to its similarity to the Links to Reemployment Program.
- UI Chat- WfBC will be a pilot one stop center that offers “UI Chat” accessibility on our resource room computers. Customers will have easy access to UI staff in order to ask questions and receive an immediate response. The chat feature will be installed on our resource room computers.

WfBC also has Employment Advisors in each office that provide services to any UI claimant. The services range from assisting them to apply for UI benefits on-line to giving general UI information regarding job search and maintaining logs/reports, etc. We have bilingual (English/Spanish) staff available in order to better assist mono-lingual Spanish-speaking customers, including assisting them in filing for UI benefits.

**11) 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;**

WfBC has well established relationships with Economic Development Partners. The Workforce Director is a member of the Boulder County Business Partnership, a consortium of local city economic development agencies and chamber organizations. Members of the Boulder County Business Partnership meet quarterly to share key economic development information related to growth and retraction, industry trends, networking opportunities and events and other business related news.

The WfBC Business Development Team also works with economic development agencies in sharing informing, serving common business customers and developing key industry engagement tactics.

Boulder's Local Workforce Development Board has expanded its membership in 2016 to include a representative from the Boulder Economic Council (an arm of the Boulder Chamber of Commerce) and a local entrepreneurial industry consultant and coach. Inc. recently dubbed Boulder "America's Startup Capital" and as a home to Tech Stars (leading worldwide accelerator), the Deming Center for Entrepreneurship (Leeds School of Business), Boulder Startup Week, the Silicon Flatiron Center and Boulder Open Coffee Club there is potential for WfBC to more strategically support entrepreneurship in Boulder County.

Workforce Boulder County's sister agency, Community Action Programs along with Foothills United Way offers an opportunity for residents with low income to increase their assets and better their lives. The Personal Investment Enterprise (PIE) program works by allowing participants to save up to \$1,000 and receive \$4,000 in return. Participants can save for three specific asset areas:

- Education – money can be saved to pay for a whole variety of educational costs from books to tuition to computers needed for courses
- Homeownership – the money can be used for the purchase of a first time home
- Business – the money can be used to cover many different business costs

All participants are required to complete Boulder County's Financial Foundations or Financial Stability classes offered by Workforce's Learning and Empowerment Team. There are specific requirements for each asset area as well, like meeting with the Small Business Development Center and creating an approved business plan before making business purchases.

This past year PIE decided to take a longitudinal look at its past participants and sent out a survey to those who had been out of the program for a year. The survey had a 65% response rate and here are some the wonderful findings:

- 88% of respondents met their savings goals within the program
- 82% continue to save on a regular basis for things like emergency funds, home improvement, children's education, and home improvement
- Of those saving for their first home 63% were able to purchase a home and 100% of those are still in their home a year later
- **Of those saving for business 83% are still in business today**
- **50% of those hired employees for their business**
- **They hired 8-9 employees**
- Of those saving for education 67% reached their educational goal

WfBC will continue to support the effort of the PIE Program through partnering on training and referral services.

**12) 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.**

Workforce Boulder County has existing relationships with required WIOA partners in Vocational Rehabilitation and Adult Basic Education, as well as Temporary Assistance for Needy Families (TANF/Colorado Works). WfBC will work strategically with CWDC and regional and local partners to identify a standardized menu of services for all partners conducting business engagement and outreach. It is expected that the Statewide Business Services-identified list of “core” services will be used to help determine a list of standardized services among partners.

Additionally, WfBC continues to build relationships and align services, and is creating a communication plan around the broad spectrum of business and job seeker services offered in Boulder County. WfBC will also be working with CUWA and the Statewide Business Leadership Team (BLT) to align the implementation of WIOA as it relates to business services. In partnership development, WfBC aims to move services to a community- and client-centric service model, using community and business needs assessments to gather feedback and identify areas for service delivery and improvements. This model aligns with a generative business model, a best practice in Boulder County, where the focus is on generating healthy communities by co-creating solutions for multi-dimensional challenges and opportunities.

Over the next year, WfBC will work more closely with the Boulder County Integrated Service Delivery Model to create a continuity of professional development trainings for case managers and other direct service staff in the greater Boulder County area who work with people that have barriers to employment. These efforts will aim to build community support and referral processes, weave WfBC programming deeper into case management planning, and enhance the service WfBC provides to clients with barriers to employment. WfBC started this initiative to strengthen community partnerships by developing a “WfBC Road Show” on January 21st, 2016. The Road Show was presented to a group of case managers and other direct service providers working with clients who have barriers to employment. This training includes upwards of 60 case managers and other direct service staff from various agencies and programs throughout the greater Boulder County area. WfBC will continue to present the “WfBC Road Show” to other internal county partners, new board members, community based organizations and required partners.

Finally, WfBC will develop a marketing and communications strategy designed to educate job seekers and employers about opportunities that relate to career pathway training and educational opportunities. These communications will be developed in concert with key stakeholders within related sectors in order to ensure that marketing efforts will be successful in attracting job seekers.

WfBC, in partnership with CDLE and the Colorado Workforce Development Council, will also actively participate in and support the statewide cross-training for partner agencies.

**13) 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.**

WfBC maintains 2 comprehensive physical One-Stop centers. These are:

WfBC – Longmont Office  
515 Coffman St.  
Longmont, CO 80501

And

WfBC - Boulder Office  
5755 Central Ave. Suite B  
Boulder, CO 80301

WfBC also maintains resources and services through our website at [www.wfbc.org](http://www.wfbc.org).

The Workforce Boulder County Boulder Office is equipped to provide all Job-Seeker Services including the job search resource center, a self-directed learning lab, career development workshops, one on one job search assistance, case management services and services for special populations including but not limited to; TANF, TANF eligible, Employment First, Veterans, Youth and Youth Adults, Dis-located Workers, TAA clients, English Language Learners, Individuals with disabilities and Older workers.

The Workforce Boulder County Longmont Office is located within the “St. Vrain Community Hub”. “The Hub” is a modernized facility that actualizes service integration. The Hub offers all of the same opportunities as our Boulder Office as well as a learning lab where customized GED classes are offered. The Hub is a true One Stop Service Delivery Center. The location offers services from Housing and Human Services, Public Health, Mental Health Partners and Community Services (of which Workforce Boulder County is a division).

As the name implies, the Hub features a central atrium or Hub where all services can be quickly reached. An information desk is located at the central Hub where clients check-in and receive guidance to find the services. Surrounding the central area are 51 meeting rooms where employees and clients can meet. Each design decision addresses the client experience and how to make it a positive one.

Locating our services together and integrating them allows us to support residents more efficiently and holistically. Our goal is a positive experience for the client. The look, feel and

layout of the building have been purposefully designed to be more welcoming in order to help reduce feelings of anxiety and to communicate that the services we provide are for anyone who needs help, and for anyone trying to get back on a path to stability.

**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.**

WfBC implements the WIOA Adult, Dislocated Worker, and Youth (Title I Programs) and the Wagner-Peyser labor exchange (Title III Program). Current relationships are well established with our local areas Division of Vocational Rehabilitation (DVR) and Adult Basic Education (ABE) partners. Board entities are members of our local board. WfBC will participate in on-going cross training opportunities with our partners. WfBC is also currently working with DVR leadership to strengthen our collaboration.

WfBC is co-located with other key partners including TANF, other HHS programs, Aging Services, Public Health and Mental Health Partners. The St. Vrain Community Hub offers state of the art and award winning space for customer and partners to collaborate and develop innovative service delivery practices. August, 2016 will mark one year in this location and we look forward expanding access to services, clarifying community awareness of our programs and services and discovering ways to enhance our partnerships for the benefit of the community.

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

WfBC will continue to co-locate our core programs as well as TANF, Employment First, Veterans Services including the Disabled Veteran Outreach Program, Trade Adjustment Assistance and Unemployment Insurance initiatives.

Resource sharing is accomplished through an approved Cost Allocation Plan outlining common costs and methodology for cost allocation.

Core services provided through other one stop partners including Adult Basic Education and the Division of Vocational Rehabilitation will be coordinated through the development of a Memorandum of Understanding developed at the State and local levels.

Staff in both WfBC and HHS aim to empower and coach our most vulnerable community members and customers through an integrated, cumulative and agile career services continuum, moving from initial engagement through job retention, unique to every person, and resulting in long-term employment that fulfills an individual's passion, meets financial needs, embodies skill development, and supports well-being.

**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.**

The St. Vrain Community Hub one-stop center is a model for service integration and increased access to services for all clients. The modernization of this location in August of 2015 and the co-location of key partners are supported by a service delivery design that values a client centered approach with a welcoming and inclusive environment. The staff and design of the Hub support and facilitate easier access to services, as noted in 13. a. above.

In order to reach remote areas, WfBC utilizes the technology of Connecting Colorado, the WfBC website ([www.wfbc.org](http://www.wfbc.org)) , on-line workshop registration and access to online learning and assessments. We have also participated in virtual job fairs and will continue to evaluate and use virtual capability when appropriate.

WIOA program staff has converted to paperless practices and fillable electronic forms. Case managers can communicate and facilitate service delivery virtually, when appropriate. This creates greater access to services as well as efficiency in case management practices.

- 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.**

Workforce Boulder County integrates targeted assessment tools and processes throughout all stages of career planning to best guide people in our community towards sustainable employment. Assessments help identify interests, self-awareness, transferrable skills, academic aptitude, strengths, and potential career paths/ occupations of people in our community seeking to gain or enhance employment opportunities. Specific examples include:

***Myers Brigg Type Indicator Form Q:*** encourages self-awareness, identifies strengths related to employment and generates ideas for possible career paths/ occupations

***College in Colorado:*** generates ideas for possible career paths/ occupations, identifies transferrable skills/ skills learned in prior employment or life-situations that can be applied to future employment, self-assessment for personal values and basic academic skills. College in Colorado works in partnership with O\*NET, which is the nation's primary source of occupational information. O\*NET is continually updated by surveying a broad range of workers from each occupation.

***O\*NET OnLine:*** an interactive application for exploring and searching occupations, provides Career Exploration Tools, a set of valuable assessment instruments for workers and students looking to find or change careers.

**Strengths Finder:** identifies top areas of strengths/ areas where people already excel, provides people “talking points” to highlight their abilities to future and current employers.

**VIA Strengths:** highlights key character strengths and positive components; self-assessment for personal values

**TABE:** deeply assesses aptitude areas such as mathematics and reading comprehension to thoughtfully guide individual education plans for the GED program

**KET Fast Forward Learning System:** designed to help adult learners prepare for high-school equivalency tests (GED), college, and careers

**Prove It!:** Hundreds of skills and behavioral assessments for clerical, software, technical, call center, industrial, financial, legal, medical, etc.

- f. **A description of how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities; and**

WfBC will take steps to ensure the appropriate auxiliary aids and services are made available when necessary to afford an individual with a disability an equal opportunity to participate in and benefit from our services. WfBC will work closely with DVR to provide cross-training on technology tools, resources and accessibility. Both WfBC offices are accessible for individuals with disabilities.

- 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;**

The LWDB will support continuous improvement by thoroughly reviewing and advising staff on the appropriateness of training providers based on new guidance regarding the ETPL slated to be available by 6/30/16. This will also include the aforementioned survey and outreach to employers to ensure education needs are being met by the workforce.

- 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.**

Training contracts will not be utilized by WfBC. Instead, Individual Training Accounts will be continued. The LWDB will review, revise, and approve policy to reflect the specific requirements of training providers as well as ensuring that informed customer choice is maintained.

- 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?**

As the labor market shifts to lower unemployment levels, WfBC has worked to increase our collaboration with our other Boulder County departments to promote and provide employment and training services to individuals in a targeted group (includes: veterans, youth, unemployed, under-employed, and others not listed here). WfBC also works with community partners, business partners and LWDB member companies, to give educational presentations regarding the services that are available at WfBC. Each year WfBC collects survey information from our community partners to assess how often they deliver services that we could offer, how often they refer clients to WfBC, the barriers they see to employment, and suggestions for additional or enhanced services to these groups of clients. WfBC is making changes to our website, [www.wfbc.org](http://www.wfbc.org) to improve and update the information posted regarding job-seeker services, trainings, events, and business services. As part of the WY-CO Collaboration with Larimer, Laramie, Weld and Boulder counties, WfBC assists with several job fairs and events per year that highlight job opportunities and services available to Veterans.

As a priority goal for 2016, WfBC aims to deepen coordination with other local community agencies to strengthen program effectiveness and build a network of partners working together to co-create solutions for mutually served clients on their path to sustainable employment.

Sample partners in this network include:

- Section 8 programs
- Family Self Sufficiency Programs
- Tenant Based Rental Assistant Program
- Boulder County Housing Stabilization Program
- Community Based Organizations, including Transitional Housing Programs
- Colorado Works (TANF) recipients in conjunction with intensive case management for up to sixty (60) months.
- City of Longmont Down Payment Assistance Program
- City of Boulder Affordable Homeownership Program
- Personal Investment Enterprise (PIE) Program

- Flatirons Habitat for Humanity
- St. Vrain Habitat for Humanity

Over the next year, WfBC will work more closely with the Boulder County Integrated Service Delivery Model to create a continuity of professional development trainings for case managers and other direct service staff in the greater Boulder County area who work with people that have barriers to employment. These efforts aim to build community support and referral processes, weave WfBC programming deeper into case management planning, and enhance the services WfBC provides to clients with barriers to employment. WfBC has begun this initiative to strengthen community partnerships by presenting a “WfBC Road Show” on January 21, 2016 at a monthly “CORE” training that includes upwards of 60 case managers and other direct service staff from various agencies and programs throughout the greater Boulder County area.

Starting in 2015, WfBC began offering the community approximately 500 unique workshops in the topic areas of career services, financial literacy/ personal finances, and housing. WfBC served approximately 2,500 individuals in these workshops in 2015. In addition to providing learning and empowerment opportunities, these workshops also serve as a “conduit” into other WfBC available programming; facilitators of these workshops regularly promote the variety of career services available to WfBC.

- Conducting outreach to job seekers with barriers such as language, criminal background(s)
- Conducting outreach to employers from targeted industries as well as those who are interested in collaborating to develop work opportunities for those with employment barriers
- Ongoing outreach to LWDB related to youth populations for referrals, work experience sites, and work-based learning/career exploration activities. Goal could be that board members host interns, allow career field trips at their site, and are open to other career exploration or work-based learning opportunities.
- Connecting with our DVR board member to develop increased opportunities for integration and seamless services to youth with disabilities. Shared duties with job development and increased support in training youth with disabilities on essential skills are goals.

**14) 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; Erin – Relevant secondary and post secondary education programs**

The focus of the LWDB is on maximizing tools, communication, and partnerships in support of WfBC’s strategic initiatives to serve clients. The Board supports Business Services, Sector

Partnerships, Career Pathways, and Work-Based learning by engaging with business partners to provide organized, evidence-based information to WfBC and our training partners. This allows WfBC to guide job-seeking clients to in-demand occupations, growing industries, and opportunities for career identification, development, and growth. The WfBC LWDB is committed to promoting youth career development opportunities in Boulder County's key industries through connecting with board members to develop increased opportunities for integration and seamless services to youth around educational opportunities for in demand occupations, including soft skills training for youth populations and utilizing the WDB for work-based learning openings.

WfBC has strong long-standing partnerships with Front Range Community College, Boulder Valley School District and St. Vrain Valley School District. WfBC staff has recently worked with Boulder Valley School District, St. Vrain Valley School District Career and Technical Education staff and Front Range Community College to build a stronger alliance. This committee aims to meet regularly to develop strategies that assist young adults in moving through the employment continuum toward sustainable careers. Workforce Boulder County WIOA Programs can support work-based learning opportunities in demand industry sectors, provide career guidance and job search assistance. The collaborative will help to build a strong, systematic approach through the development of local Career Pathways and each partner will support student career development through education and work-based learning opportunities.

Workforce development programming, activities and investments will be designed and created based upon current local labor market and business demand. WfBC will utilize economic reports, EMSI data, and local board knowledge in order to inform the development of services, investments in secondary and post-secondary training and identification of industry areas for work-based learning opportunities.

**15) 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.**

WfBC has developed a number of strategies designed to expand services to adult and dislocated workers. In particular, WfBC has applied for and received the National Emergency Grant (NEG) which provides support to dislocated workers who are currently unemployed by temporarily expanding capacity to serve this client group and meet the increased demand for employment and training services. WfBC is also the recipient of ReHire, a Colorado Department of Human Services (CDHS) grant. This latter grant is designed to place eligible, low-income individuals into internships that build skills leading to long-term unsubsidized employment. The program targets three populations: Veterans, non-custodial parents, and persons aged 50+. WfBC staff are already working with community partners and Boulder County businesses engaged with the ReHire target populations and TANF-eligible populations to establish a referral process.

In addition to these two larger projects, WfBC has invested in a number of strategies that will further our success with unemployed adults and dislocated workers. These include:

- Co-location in our new Longmont building, the St. Vrain Community Hub (the Hub) with other community service providers, including BCHHS, Mental Health Partners, and Public Health, will allow for increased cross-program/department integration of services – especially for clients accessing services from multiple Boulder County departments.
- The use of our Universal Application tool which supports efficient enrollment of dislocated workers.
- The functional integration of service delivery teams and programs to provide key services – enhancing intake/outreach process to include adults who are low income or basic skills deficient.
- The expansion of existing partnerships with the Business Services and Internship staff to assist individuals with job placement, job development, and work experience needs.
- Refocusing Case Management: improving staff competencies to serve diverse client needs. We expect this will involve additional staff training, and will shift the service delivery-model to be more time-intensive with a greater demand for essential services (such as one-on-one coaching, job development, referrals to Business Services, and competency development through workshops and available trainings).

In addition to the strategies above, many staff have completed the “Empowering Pathways” training, which is an intensive training geared toward improving client interactions through more effective communication and coaching. Empowering Pathways also includes seven action groups based on seven elements of employment (Retention, Assessments, Job Seeking Tools & Connections, Livable Wage & Cliff Affect Mitigation, Peer Mentoring, Program Movement, and Workshops). These effective skills will be used in working with adults and dislocated workers to improve the likelihood of successful job acquisition.

**16) 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. Disability and Out of School Youth**

WfBC has developed a host of educational, skills-based learning opportunities and work support services for County youth. These include efforts to help youth obtain their GED, access to scholarships, postsecondary learning preparation, and opportunities to develop job skills through employer based internships. Examples of these services include:

- Tutoring and Study Skills Services: WfBC has a Learning Lab available for GED Preparation and postsecondary preparation. The Learning Lab also focuses on math and reading remediation. The Youth Program partners with the provider, RAFT, in order to provide one-on-one tutoring services with the goal of a GED or postsecondary preparation.
- Alternative Secondary School: The Learning Lab for GED assist youth in obtaining their high school equivalency provides referrals to supportive services and connects students to secondary school options. The lab can also be used to support postsecondary preparation and transition.
- Occupational Skills Training: This service provides scholarships and support to youth in specific careers. The focus is on short term certifications and also training related to identified industries including IT, Healthcare, and Manufacturing. In many cases, work experiences are provided pre and/or post training.
- Education offered concurrently with workforce preparation: This service includes the concurrent provision of paid work experiences, workplace education activities, and GED preparation and will be expanded in the 2016 Program Year along with efforts to provide workplace education with postsecondary preparation.
- Training and workshops for resume preparation and interviewing skill development. These services will be augmented to include an internship club for youth that provides career exploration and an academic and occupational learning component.
- Leadership Development Activities: Youth participants can complete Project Success, an 8 week group that incorporates project planning and a service learning component covering a variety of work readiness and essential skills for youth. Topics include: relationships, time and stress management, career direction, budgeting, managing a household, and leadership/integrity. Each group decides on a team or individual public service project that they complete before the final group session/celebration.

In addition to the education and skill-related opportunities, WfBC offers a host of additional services that are designed to support youth over the course of their employment preparation and acquisition efforts. These include:

- Basic Supportive Services. This includes such things as transportation, school supplies, obtaining work or interview clothing, eye glasses, light car repair, etc.
- Financial Literacy. Here, participants participate in financial literacy workshops that are supplemented with support from a case manager.
- Follow-up Services. These services are critical following a youth's exit from the program to help ensure they are successful in employment and/or post-secondary education and training activities. All youth receive some form of follow-up services for a minimum duration of 12 months and can include, regular contact with a youth participant's employer, assistance in addressing work-related problems, help in securing a better paying job, career pathway participation and accessing relevant education or training classes, and work-related peer support groups.

- Comprehensive guidance and counseling: case managers provide ongoing consultation, targeted support and referrals. Mental Health Partners is co-located in Longmont office. Funds are also available to support counseling as needed.
- Career awareness and career exploration: This service is tailored to the individual youth and will be expanded in the 16 PY to include career field trips, job shadow experiences, and informational interviews.

WfBC is focusing recruitment efforts on the Out of School Youth populations and connecting with Community Partners that serve out of school youth. A strategy of pairing GED or post-secondary preparation activities alongside career exploration and work-based learning/work experiences is a primary focus for Program Year 2016.

The Department of Vocational Rehabilitation (DVR) and SWAP partner with WIOA Youth to provide integrated services to youth with disabilities. Both DVR and WfBC provide internship development. DVR and SWAP provide job coaching, where necessary. WfBC utilizes resources for paid internships and educational services.

**17) 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.**

WfBC has relationships established with Adult Basic Education (ABE) providers in Boulder County. We continue to explore our partnership and how we can streamline our service delivery for shared clients. WfBC and ABE were both participants in the recent Job Seeker Lean Processing Event. This event focused on creating enhancements in the coordination and access of services as well as developing a system of services that are non-duplicative, human centered, easy to access and enriched through the use of technology.

A local Adult Basic Education provider is an active member of the WfBC Board. WfBC's Learning and Empowerment Team Program Manager works closely with all Adult Basic Education providers in the local area in order to streamline services, develop stronger referral processes and share knowledge.

WfBC is taking an active role on the Statewide WIOA Cross Training Task Force. This task force is responsible for developing and implementing a cross-training program with WIOA partners. Curriculum is currently being developed and this is expected for roll out late Spring 2016.

**18) 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.**

WfBC maintains comprehensive policies, vetted and approved by the LWDB, addressing the use of supportive services and allowances therein. Currently, local WIOA customers are eligible to receive supportive services for transportation and several other key necessities which directly support employment and training.

Program staff will ensure that an assessment to determine supportive service needs are completed and documented on all customers who are eligible for and enrolled in WIOA programs. Customers who are unable to obtain services from other sources will be assessed to determine their need for supportive services.

Our policy addresses the coordination and referral of services to other entities in order to avoid duplication of resources and set limits on the funding and duration of such services. WfBC Program Staff responsible for approving supportive services are required to adhere to the guidance and procedures set forth in our local policy.

Program staff shall comply with WfBC policies for procuring goods/services and fiscal procedures. These policies address the competitive bid process, exceptions for sole source procurement, and required forms.

All supportive services should be purchased directly from an authorized WfBC vendor, when available. A list of vendors is on file in the fiscal department. After services have been completed and invoices have been received, payment will be made directly to the vendor by voucher.

WfBC participates in RTD's Reduced Fare program which allows programs with limited funding, such as Employment First, to provide more ticket books to clients at a reduced cost, thereby offering greater transportation assistance for job search and training activities.

**19) 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.**

WfBC was a key contributor to the recently convened Lean Event for Job Seeker Services. Our Executive Director is on the steering committee, along with leaders from other regions, the Colorado Department of Labor and Employment and the Colorado Workforce Development Council. The Program Manager of our Engagement Team (which includes Wagner Peyser Act Services) is a member of the working group that has been tasked with implementing the lean concepts and the future vision for service delivery. The ultimate intention and goal is to create a system where the

delivery of products and services is matched to the customer needs and requires a minimum of time and resources.

The vision for this State of Colorado Lean Program is; 1) employers & job seekers who work with us across Colorado feel they are an asset in a welcoming environment, 2) our knowledgeable staff provides timely, personalized & one-on-one services supported by technology enabling universal and easy access to the best available job market information and 3) our statewide team will consistently show empathy and relate to jobseekers using our integrated & one-stop service approach.

The objectives of this initiative are; 1) identification of primary Career Services across all partners, 2) 20%-50% reduction in duplication of services across all partners, 3) streamlining of services offered and tracked by all partners in a common solution and 4) improved clarity on the nature of service delivery partnerships and coordination (e.g. MoUs) that must be established in each workforce development area. And deliverables include documentation of the following:

- Existing jobseeker services offered by all programs
- Services currently tracked by all partners in a common solution
- The jobseeker customer intake process for all impacted programs
- Improvement recommendations
- Implementation plan

Workforce Boulder County will focus its lean efforts on enhancing universal access through creating a detailed directory/menu of all locally relevant programs & services for staff, with appropriate training and follow up. This tool will assist in the streamlining of services to including but not limited to the following targeted populations; unemployed (including Long-Term Unemployed), justice involved, Veterans, Older Workers, Adult Basic Education students, English Language Learners, individuals with disabilities, TANF recipients, TANF eligible, Employment First customers and youth. We will also develop a simplified triage approach adaptable for all partner customers.

WfBC has developed a Universal Application which allows for customers to complete on form while staff determines which programs and services may be the most beneficial. This form acts as a mechanism to support the “Any Door is the Right Door” concept. It eliminates multiple visits, accelerates service delivery and program enrollment. Along with the Universal Application, we created a Service and Program Eligibility Matrix, a reference tool to determine eligibility more quickly and identify co-enrollment opportunities, a service strategy that can allow for more rapid re-employment. These tools will be utilized as we further develop and establish our triage approach for all customers.

**20) 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.**

All Title I programs (WIOA Adult, Dislocated Worker and Youth) are implemented through Workforce Boulder County, as is Title III (Wagner-Peyser) under the auspices of the Boulder County Board of Commissioners.

**21) 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, WfBC does not utilize any subcontractors for the provision of services. We do follow both the WfBC and County policies for grant purchases. We released an RFI for the WIOA Youth Element in January of 2106, to gauge interest in the community and follow through with partnerships as appropriate. WfBC is also 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.

**22) 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.**

Once guidelines and baseline targets are identified we will negotiate with the state.

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

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

The LWDB is committed to continuous system improvement through a variety of key initiatives and strategies, including the continued statewide Business Services standardization efforts and collaborations. WfBC successfully cultivates and maintains relationships with local, key-sector employers and industries through collaborative partnerships, membership in professional organizations, and usage of statewide data sources. WfBC has partnerships with the Denver Metro Manufacturing Partnership, Colorado Small Business Development Center, Colorado Urban Workforce Alliance (CUWA), all local area Chamber of Commerce organizations, WfBC's own Local Workforce Development Board, and many other local and regional committees that provide an opportunity to network with potential employer partners. WfBC's strategies for engaging with employers include the following:

- The Business Services Team will lead the overall coordination of business relationships within WfBC, making sure to maintain a connection to the work of the Statewide Business Services work groups (to implement statewide changes, suggestions, and best practices) and regional partnerships.
- Use of marketing materials developed by the Statewide Business Services Performance Measures work group to market services and programs to businesses and employers.
- Convening a local “Business Services Summit” with other agencies and organizations within Boulder County who work with the local business community. By having a united community approach to employer development, WfBC will increase employer connections and thus expand career opportunities to clients.
- Continued use of available labor market data and workforce volume reports to identify target areas for outreach.
- A job retention action project through Empowering Pathways that examines tools that can be provided to assist employers with issues related to retention, such as training needs, options, useful assessment tools, etc.
- Synthesizing local Chamber memberships to what is most valuable and appropriate, and further development of WfBC’s relationship with the Boulder Small Business Development Center (SBDC).

WfBC continues to explore the need and role of a Youth Standing Committee. The Standing Committee’s role would be to provide information and assistance in carrying out activities within WIOA law and other issues related to the provision of services to youth.

The Standing Committee would be chaired by a member of the WDB and would include other members of the WDB and community partners such as DVR, ABE, the School to Work Alliance Program, local Career and Technical Education Centers and other appropriate agencies and businesses.

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

The Workforce Boulder County Board is appointed by the Chief Elected Official (the Boulder County Board of Commissioners) biannually in January and June. The board’s current membership consists of 53% business representation including members from our local targeted industry sectors; Information Technology, Healthcare and Manufacturing.

We conduct a recruitment campaign two times per year when necessary. This campaign includes networking with economic development agencies, attendance at local business events, email communications, local television announcements, and information posted on our website and Boulder County's website as well as social media postings. Our business services team determines specific industries in which to target recruitment based on our labor market data and demand and specific industry related projects such as Career Pathways program development in Information Technology, talent development needs in Health Care and labor shortages in Manufacturing.

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

The Workforce Investment Works campaign is intended to educate the nation about the Workforce Investment System and its many successes across the country and to connect our citizens to the right resources. Workforce Boulder County is committed to supporting this campaign and to increase local, regional and national awareness of our services and the successes for each service area.

WfBC has an established process for collecting, organizing and submitting local success stories to the WIW website on a quarterly basis. We have a designated staff member who is responsible for championing this activity and to ensuring that our stories reflect a diverse cross-section of our services. These stories are also shared locally within our agency and sister agencies and are presented regularly at our LWDB meetings.

Workforce Boulder County has an internal working group, "Connecting WfBC Committee" which supports internal awareness, cross-team collaboration, sharing of knowledge, communication of success stories and consolidation of key best practices to be shared throughout our local area. Members of this committee support the use of the WIW website.

**25) 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.**

To ensure that Workforce Boulder County Local Plan is community-informed, Boulder County, along with all Colorado Counties will provide an opportunity for online public comment on the Colorado Workforce Development Website regarding our local plan during the month of May. While Boulder County will participate in this online public comment opportunity, we also want to create an opportunity for our key partners and stakeholders to offer deeper feedback to help best shape this local plan. We look to our partners to help us co-create solutions that generate an economically self-sufficient and resilient community. Workforce will hold a "Community Conversation" Session

during the month of April for community insight and input, and feedback on our local plan. This will occur on:

- Monday, April 18th, 9:00 a.m. – 10:30 a.m.  
Room 112, St Vrain Community Hub  
515 Coffman Street, Longmont