

# Weld County Workforce Development Board



2016-2020 Modification

## Upstate Regional Plan

Employment Services of Weld County

315 N 11th Avenue, Building B  
Greeley, CO 80631

2950 9th Street  
Fort Lupton, CO 80621

Phone: (970) 353-3800  
Fax: (970) 346-7981  
[www.eswc.org](http://www.eswc.org)

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## REGION SUMMARY

Workforce Innovation and Opportunity Act (WIOA)

**Planning Region:** Upstate

**Local Areas Included in This Planning Region:** Weld

The Weld County Board of County Commissioners (BOCC), the Weld County Workforce Development Board (WCWDB), and Employment Services of Weld County (ESWC) provide the following information as an overview of the Upstate Planning Region.

Located in the north central part of the state, Weld County is bordered on the north by Wyoming and Nebraska and on the south by the Denver metropolitan area. Covering 3,987 square miles, it is the third most extensive County in the state and its estimated 2018 population of 314,305<sup>1</sup> makes it the ninth most populous of the 64 counties in Colorado. Not only is the County unique in its size, the diversity in its population makeup and the mix of its industry sectors (some of which are high in rankings on the state or national level) make it distinct from other Colorado counties and regions. Weld County continues to rank in the top ten counties in the nation for agricultural sales (the only County outside of California in that top ten) and is the leading producer of oil and gas in the state accounting for approximately 88%<sup>2</sup> of the state's total production.

Weld County is also, and historically has been, a leader and innovator in its governance structure and the development and operation of employment and training programs. Weld County was the first (September 9, 1975) and currently one of only two Colorado counties to adopt a Home Rule Charter. In 1979, employment and training programs were merged administratively, and this resulted in the Job Service and Work Incentive Programs being contracted by the Colorado Department of Labor and Employment to the Weld County Commissioners providing local control of the programs and allowing County personnel to operate the Job Service. Also, during this time, Weld County was one of only 15 sites nationally selected under the Employment Opportunities Pilot Project (EOPP) which was to test a specific model that had a goal to move welfare recipients into unsubsidized employment.

Although not emphasized until the enactment of the Job Training Partnership Act (JTPA) in 1982, the Weld County Private Industry Council initiated relationships in 1979 with the chief local elected officials (BOCC) for the coordination of all federal, state, and local resources and joint policy making decisions regarding employment and training initiatives and programs. This involvement and coordination have continued up to the present day's WCWDB. The WCWDB has continued to provide oversight and guidance to many of the Workforce Innovation and Opportunity Act (WIOA) partner programs, including the Temporary Assistance for Needy Families (TANF), Community Service Block Grant (CSBG) funds targeted to employment and training, Employment First (EF) Programs, AmeriCorps, and the Training Innovation Growth Hope and Training (TIGHT) youth corps. Most recently, ESWC has added the administration of the Colorado Child Care Assistance Program Colorado Child Care Assistance Program (CCCAP) which brings these programs' oversight under the WCWDB's responsibility, as this is truly a workforce issue that Weld County is focused on impacting.

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<sup>1</sup> American Fact Finder

<sup>2</sup> COGCC 2018 Report

Weld County, through ESWC, has been on the cutting edge for innovative employment and training programs designed to best meet local needs while serving a broad spectrum of customers. In 1982, Weld was the only County in Colorado that opted to implement the state's Welfare Diversion Program. Through the course of this program; along with the Job Alternative Program, the Work Incentive Program (WIN), Community Work Experience Program, and the Colorado Jobs Demonstration Project, a variety of modifications and waivers were requested and implemented. There is a strong similarity of what was developed in those programs to the requirements that were established under the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 and the TANF program that is operated today.

In the mid 1990's ESWC responded to the states initiative to determine how best to structure and create a One-Stop Workforce system. To determine how the state could best develop a One-Stop environment, representatives from the Governor Romer administration visited numerous areas across the state to view and assess how programs and services were structured and provided. After visiting Weld County and viewing the numerous programs operated by ESWC, as well as our organizational structure, the Governor determined that all workforce areas across the state should have the flexibility to structure employment programs in a way that best met local needs, while providing local structure and control like the Weld County model.

The Weld County Commissioners, in collaboration with the WCWDB, have been an innovative engine in the development and implementation of employment and training programs since the late 1970's. A few examples of those various program development and collaborative partnerships are included in the table on the following pages.

<b>Year</b>	<b>Name</b>	<b>Purpose</b>	<b>Partners</b>	<b>Funding</b>
1979	Employment Services of Weld County	Created an employment and training system responsive to the citizens of the county, building partnerships and utilizing a one-stop location for major employment and training program, job seekers and employers through a single delivery system operated under local control of the Board of Weld County Commissioners and the Weld County Private Industry Council.	Board of Weld County Commissioners, Weld County Private Industry Council, Weld County Department of Social Services, Colorado Department of Labor	Comprehensive Employment and Training Act; Wagner-Peyser/ Job Service; Employment Opportunities Pilot Project
1981	Private Industry Council (PIC)	Weld County established two years before it was included in the law.	Local Elected Officials, Local Employers, Adult Education, additional Community Partners	Comprehensive Employment and Training Act (CETA)
1997	One Stop Center Design	Provided significant input and structure to House Bill 97-1281 "Concerning the Establishment of a Statewide Network of One-Stop Career Centers to Consolidate Workforce Development Programs"	Board of Weld County Commissioners, Weld County Private Industry Council, Colorado Workforce Coordinating Council, Governor's Job Training Office, Office of Rural Job Training, Colorado Department of Labor	One Stop Career Planning Funding
1999	Youth Crime Prevention Initiative (YCPI)/Tony Grampsas Youth Services (TGYS)	Target services to disenfranchised youth, specifically adjudicated youth (led to the development of TIGHT)	Local communities, State historical entities, TANF, JTPA, WIA, Human Services Child Protection	YCPI/ TGYS, JTPA/WIA, TANF
2001	After School Learning Project/Latch Key Pilot Program	Positively engage young adolescents in meaningful learning and service activities while their parents are at work to support the family	Local school districts, SER, Aims	In Kind JTPA/WIA and School to Career

<b>Year</b>	<b>Name</b>	<b>Purpose</b>	<b>Partners</b>	<b>Funding</b>
2003	Gee Whiz Health Camp *(PPA 2006) National recognition	Provide youth exposure to health careers and the types and variety of occupations involved	ESWC, Aims, North Colorado Medical Center, the University of Northern Colorado, Bonell Good Samaritan Center, Medline, Greeley Fire	WIA, TANF
2003	Nuclear Radiological Technician Certification	Develop a new program to meet identified community's health care worker needs	Aims Community, North Colorado Medical Center, Poudre Valley Hospital, WCWDB	WIA Competitive grant from CWDC
2004	Expansion of CNA Programs	Increase the capacity to train entry level workers to meet identified needs/shortages and provide for opportunities for career advancement (resulted in the expansion of available courses and eventually in the development and construction of the Allied Health Sciences building at Aims)	Aims Community College and TANF	TANF
2004	TIGHT Youth Corps *(PPA 2007)	Program engages adjudicated at risk youth in valuable service projects that benefit the community; educational components designed to improve the members' functioning levels in reading and math and prepare them to re-enter school or obtain their GED; and life skill development activities to prepare them for life after their Corps experience	ESWC; Weld County Social Services; Island Grove Regional Treatment Center; North Range Behavioral Health; Weld County Health Department; 19 <sup>th</sup> Judicial District- Probation Department	Weld County CORE Services, TANF, and WIA in-kind
2006	Multi-disciplinary Youth Assessment Team *(PPA 2006)	Designed to provide a continuum of collaborative services for Weld County at-risk youth through a pro-active approach	ESWC; Weld Social Services; Island Grove Regional Treatment Center; North Range Behavioral Health; Weld County Health Department; School District 6; St. Vrain School District; Centennial BOCES; 19 <sup>th</sup> Judicial District- Probation Department; and Life Bridge	TANF and CORE Service funds. In-kind by WIA Youth

<b>Year</b>	<b>Name</b>	<b>Purpose</b>	<b>Partners</b>	<b>Funding</b>
2006	Pillars for Successful Independence (PSI) *(PPA 2009)	Engage 14-15-year-olds in foster care in 4 skill building areas: Life Skills, Social Skills, Education, and Employment to prepare them for independence or emancipation and prepare youth for Chafee	Weld County Department of Human Services Child Protection	CORE Service funds, WIA in-kind
2007	TANF Summer Youth Employment *(PPA 2007)	Designed to benefit TANF low-income families by having their children in a positive summer program while the parent(s) are in a TANF work activity or beginning unsubsidized employment	Weld Social Services, multiple local area community work sites	TANF
2007	Workforce Innovation in Regional Economic Development	Focus services and develop training specific to the needs of employers in the energy and sustainable energy sectors. Eventually led to the development of a prep academy and four distinct credentials and an associate degree in industrial manufacturing	Aims Community College, Greeley School District 6, Weld School District RE 8, Boulder and Adams County Workforce Regions, Brighton United Power, Energy Logic, Xcel Energy, Workforce Board of Metro Denver	WIRED Collaborative National Grant with other Colorado Workforce Regions
2009	HIRE Colorado	Provide paid work experiences for economically disadvantaged job seekers (TANF and UI) and support the creation of new jobs	Colorado Department of Labor, Colorado Department of Human Services, multiple local agencies and community employers	TANF, WIA
2011	Sustainable Manufacturing Sector Initiative	Focus services and training towards manufacturing/advanced manufacturing industry sector's needs. Upstate Colorado and Brighton Economic Development were co-conveners for this initiative	Upstate Colorado, Brighton Economic Development, manufacturing sector employers, Aims, Front Range Community College, CAMT, Adams County Region	State Funding for Sector Initiatives
2011	H1B	Focus services and training towards incumbent workers in the manufacturing/advanced manufacturing industry sectors	Upstate Colorado, multiple employers, Brighton Economic Development	H1B

<b>Year</b>	<b>Name</b>	<b>Purpose</b>	<b>Partners</b>	<b>Funding</b>
2014	Northeastern Colorado Collaborative of Counties	Provide job skills training, case management services, ESL, and other hard and soft skills training to the residents of counties in Northeastern Colorado region	County Departments of Human Services in Cheyenne, Kit Carson, Logan, Morgan, Phillips, Sedgwick, Washington, Weld, and Yuma	TANF, CSBG,
2015	Achieving Community Excellence (ACE)	Provide paid summer internships for youth. ESWC services include resume preparation, interview skills, access to the Work Readiness Credential (WRC) and additional employment related services.	City of Greeley, Greeley/Evans School District	State Farm, host businesses
2015	Sector Partnership National Emergency Grant (SP NEG)	Supports two of our identified in-demand industries, Manufacturing and Transportation. Employers are served by developing a strong qualified workforce in these industries. Employers also have an opportunity to voice their needs and concerns by participating on a SP NEG Leadership Team. The team works towards facilitating Regional Discussions with employers, workforce, and public partners.	Evans, Milliken, Greeley, Johnstown (ask Holly), United Way	WIOA Programs
2016	Regional Advisory Discussion (RAD)	Initiated by and now co-hosted by ESWC and brings together employers, workforce, educators, and public partners in one moderated discussion about the skills gaps which employers face. The RAD is a 'highest and best use' approach to the time of employers and all participates by addressing common issues in one collaborative meeting.	Multiple manufacturing employers, NOCO Manufacturing SP, Aims Community College, Front Range Community College, Larimer, Boulder, and Weld County Schools, ESWC, Larimer County WFC	NoCo Manufacturing Partnership, Sector Partnership National Emergency Grant
2017	Weld Works 4 Youth Employment Program (WW4Y)	Provides paid work experience to qualified youth during the summer to develop employment skills and help families financially through a work program	Weld County Department of Human Services	TANF

<b>Year</b>	<b>Name</b>	<b>Purpose</b>	<b>Partners</b>	<b>Funding</b>
2017	Sterile Processing Technician Certification Program	Providing the skills and certification required for Sterile Processing Technicians to clean, process and sterilize surgical instrumentation and obtain a working knowledge of surgical instrumentation, infectious processes, and sterilization techniques.	Aims Community College, Surgical Advisory Committee; Banner Health; Weld County	Students are responsible for associated costs; WIOA has provided support to those who were accepted and eligible
2018	Realizing Economic Advancement through Caring Homes (REACH)	Provide training, technical assistance, quality improvement, reimbursement and ongoing support for Child Care Providers in Weld County. The program includes the recruitment of new providers to address the Child Care Desert and increase opportunities for employment in the county.	Weld County United Way, North Range Behavioral Health, Weld County Department of Public Health and Environment	Colorado Child Care Assistance Program (CCCAP)
2018	Subsidized Training and Employment Program (STEP)	Provide work-based learning opportunities for TANF recipients in Weld County. Employers are targeted to provide WBL opportunities to build experience, expand employment skills and create opportunities for participants to gain permanent employment. Additionally,	Colorado Works, Colorado Department of Human Services, Colorado Department of Labor and Employment	TANF
2018	Pillars for Successful Independence (PSI) Reintegration	Engage Foster Youth between the ages of 13.5 and 15-year-olds to enhance four skill building areas: Life Skills, Social Skills, Education, and Employment to prepare them for independence or emancipation. This approach allows Chafee to build upon a solid foundation of skills to better prepare Foster Youth for adulthood.	Weld County Department of Human Services, Division of Child Welfare	TANF
2019	Weld Project Salute	Expanding services to eligible Veterans, and their families, to address specific needs such as transportation, housing, food, personal care items and mental health needs.	Northern Colorado Veterans Resource Center	Veteran's Service to Career – House Bill 18-1343

<b>Year</b>	<b>Name</b>	<b>Purpose</b>	<b>Partners</b>	<b>Funding</b>
2019	Child Care Eligibility	Child Care Eligibility administration moved under ESWC to complete the alignment of all CCCAP programs under the oversight of the WCWDB responsibility, aligning the workforce's need for child care services supports efforts to achieve and/or maintain self-sufficiency in the community.	Weld County Department of Human Services	Colorado Child Care Assistance Program (CCCAP)
2019	Northern Colorado Regional Economic Partnership	Partners coordinate industry outreach efforts that focus on the collective strength and shared industry clusters of Northern Colorado. Promoting Northern Colorado as a desirable region for new and expanding firms and their necessary workforce, telling a more compelling story to yield better outcomes for companies.	Weld County, Larimer County, Upstate Colorado Economic Development Corporation (Upstate), Larimer County Economic and Workforce Development (LCEWD)	N/A

\* Colorado Department of Labor - Promising Practice Award (PPA)



The information included in this Region Summary is provided to demonstrate the Upstate Region's uniqueness in size, demographics, employment and training program leadership, and governance. The summary establishes the Weld Region's experience in the delivery of a variety of programs utilizing a broad spectrum of funding sources, as well as the breadth of the collaborative and regionally focused efforts undertaken to meet the needs of employers, job seekers, and other workforce system partners.

#### A. AS A PLANNING REGION, COMPLETE THE FOLLOWING QUESTIONS:

##### 1. Provide an analysis of the regional economic conditions, including:

###### a. Existing and emerging in-demand industry sectors and occupations; and

Agriculture in Weld County continues to be a driver of the economy. An updated graph displays Gross Farm Revenue, Production Expenses and Net Farm Income. As seen below, NFI is forecasted to decrease in 2019 and will be the lowest since 2002. Weld County is almost 2.2 million acres of which approximately 75% of the expanse remains devoted to farming and livestock production. Weld County accounts for 27% of sales statewide and is more similar economically to large agricultural producing counties of California's Central Valley. Weld County continues to take a leading role in agriculture production exports in the state for beef cattle, grain, sugar beets, and is the state's leading dairy producer. Agriculture continues to thrive for Weld County with crops accounting for more than \$2 billion in sales in 2017 according to census findings.<sup>3</sup> Identified as a trend to watch by the Greeley Tribune are farms with small revenue, less than \$1,000 in sales, which grew by 27% over five years (2012-2017) and account for 38% of all farms in Weld County.

<b>COLORADO FARM INCOME AND PRODUCTION EXPENSES 2009-2019 (In Millions of Dollars)</b>			
Year	Gross Value of Farm Revenue	Total Farm Production Expenses	Net Farm Income
2009	\$6,910.1	\$6,044.2	\$865.9
2010	7,089.4	5,856.4	1,233.0
2011	8,487.1	6,650.0	1,837.1
2012	8,345.4	7,006.2	1,339.2
2013	8,550.2	7,210.6	1,339.6
2014	9,087.2	7,947.8	1,139.4
2015	8,804.3	7,313.2	1,491.1
2016	7,497.5	6,361.5	1,136.0
2017 <sup>a</sup>	8,084.7	7,184.1	900.6
2018 <sup>b</sup>	8,040.0	7,350.0	690.0
2019 <sup>c</sup>	8,056.0	7,350.0	706.0

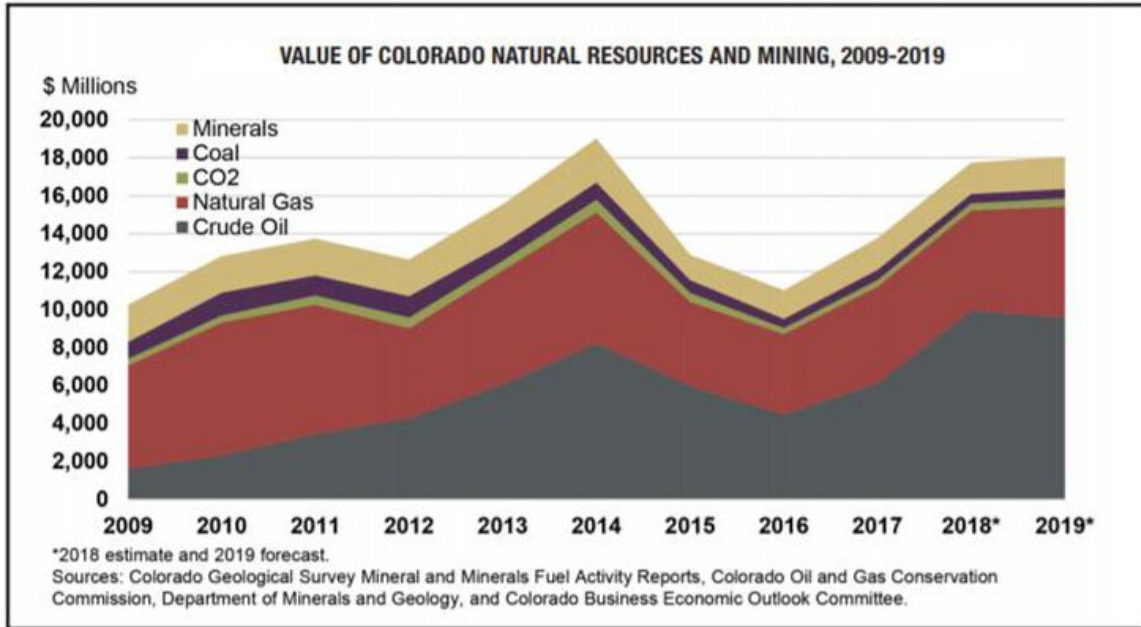
<sup>a</sup>Revised. <sup>b</sup>Estimated. <sup>c</sup>Forecast.

Source: Colorado Business Economic Outlook Ag Committee.

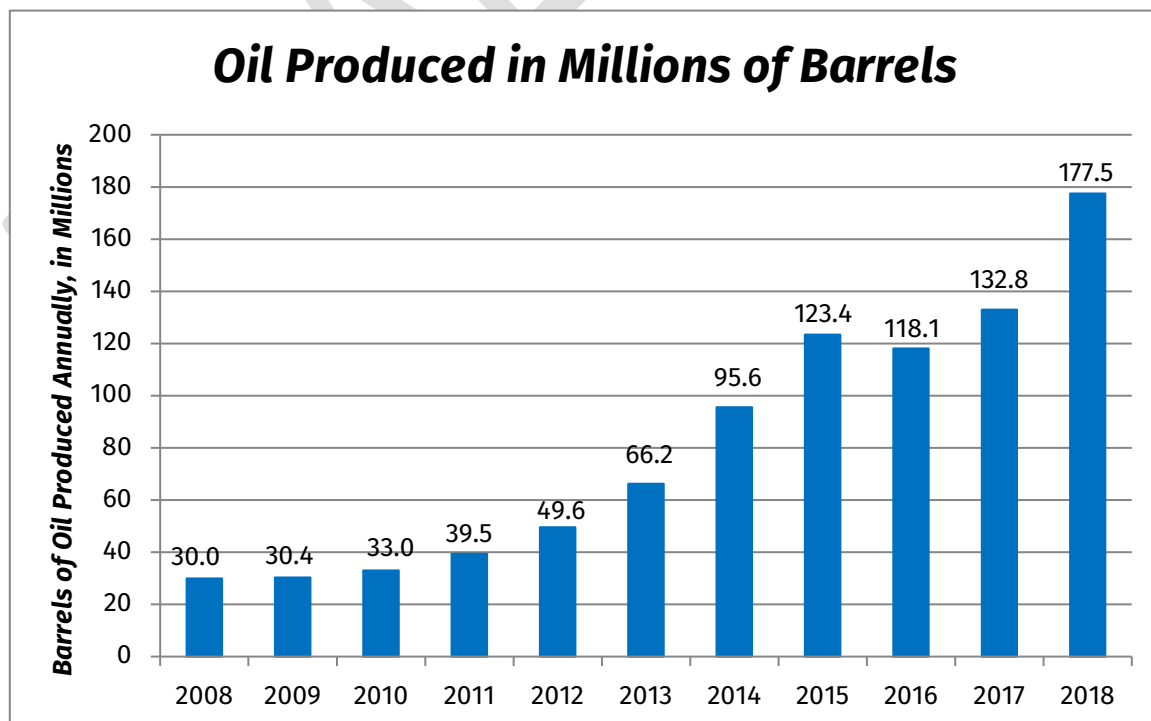
The value related to Colorado Natural Resources and Mining continues to be of importance to Weld County. As a top producer of Crude Oil in the state, the recovery shown below indicates

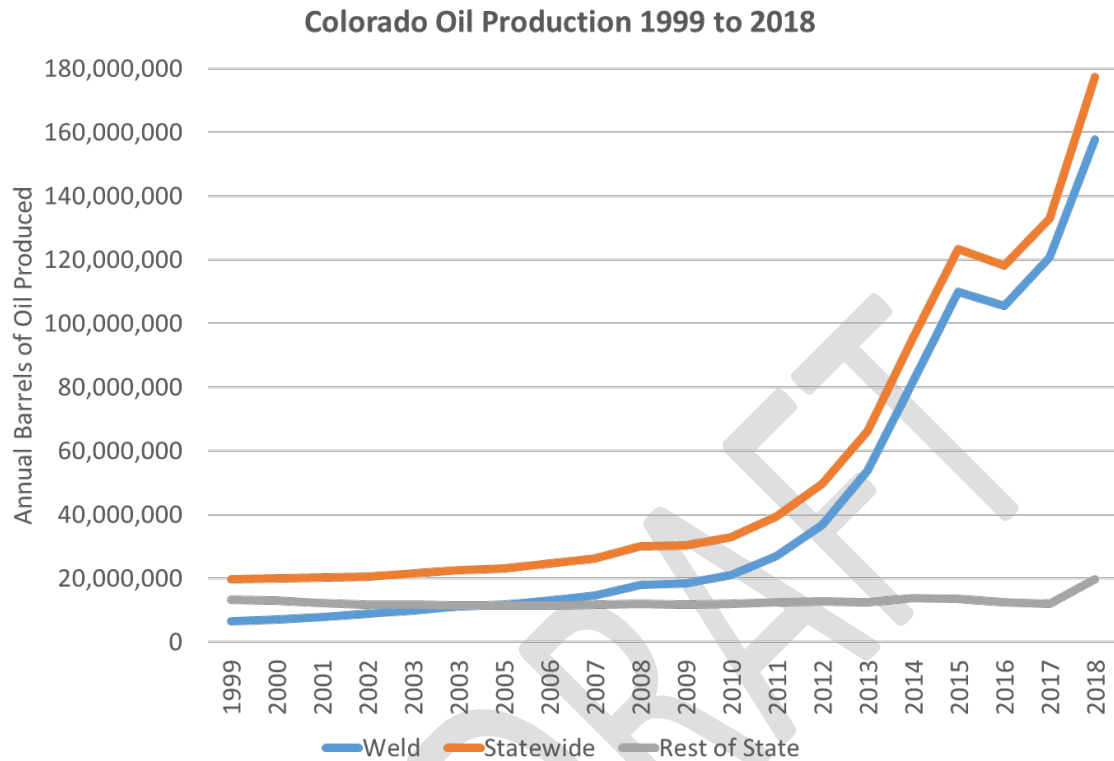
<sup>3</sup> United States Department of Agriculture, National Agriculture Statistics Service 2017

the increasing prices of resources from the low in 2016 to continued growth forecast for 2019. The type of recovery has a significant impact on the economy of Weld County. The forecast which was projected continues to show significant recovery in the oil industry as seen below. Through 2019, the projection is moderate growth.



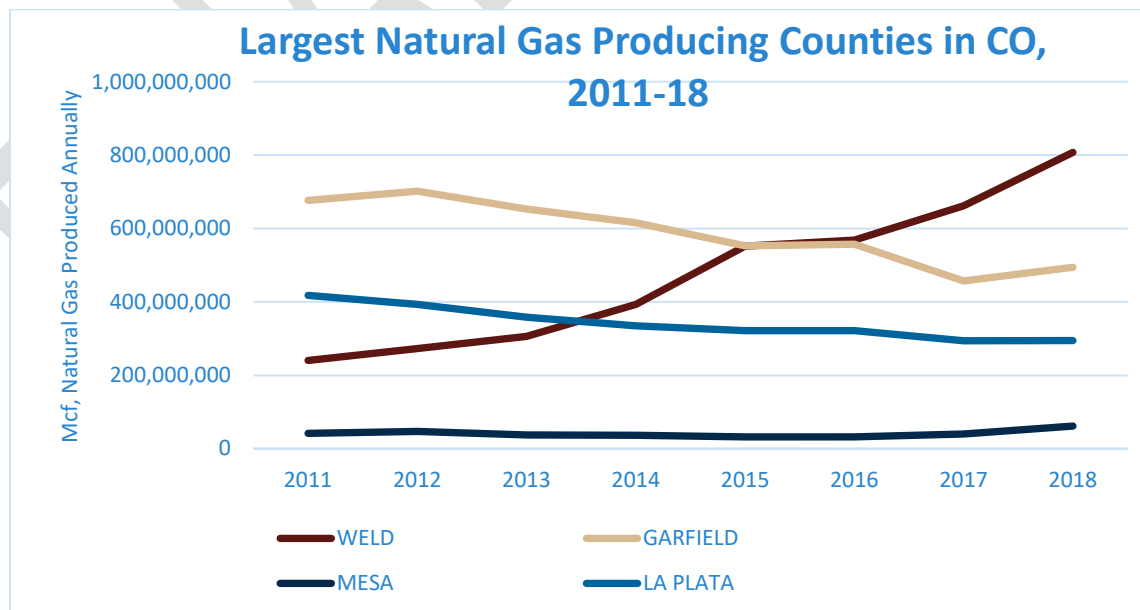
In the following graph, the importance of the industry as it pertains to Weld County is easily identified. Of the approximately 180,000,000 barrels of oil produced statewide, Weld County was responsible for nearly 160,000,000 of the production (88%).





Source: <http://cogcc.state.co.us>

In the next graph, it is seen that Weld County outpaces the rest of the state in other forms of energy production, as well. In 2018, Weld County produced over 800 Million Cubic Feet of Natural Gas outproducing the second highest producing county (Garfield County) by nearly 40%.



Source: <http://cogcc.state.co.us>

When last analyzed and reported in the 2016-2020 Regional/Local Plan, the top 10 industries in Weld County included Manufacturing; Construction; Retail Trade; Education Services; Mining; Accommodation and Food Services; Admin, Support, Waste Management, Remediation; Public Administration; and Transportation and Warehousing. An updated chart follows and reflects minimal changes in the top ten industries:

<b>Group</b>	<b>Establishments</b>	<b>Employees</b>
Public Administration – Local, State and Federal Government	153	16,582
Manufacturing	316	13,112
Construction	936	11,495
Retail Trade	661	10,220
Health Care and Social Assistance	456	9,234
Accommodation and Food Service	444	7,900
Administrative and Support and Waste Mgmt. and Remediation Svc.	419	5,744
Mining, Quarrying, and Oil and Gas Extraction	238	5,479
Transportation and Warehousing	370	3,623
Educational Services	74	775

Source: EMSI, economicmodeling.com

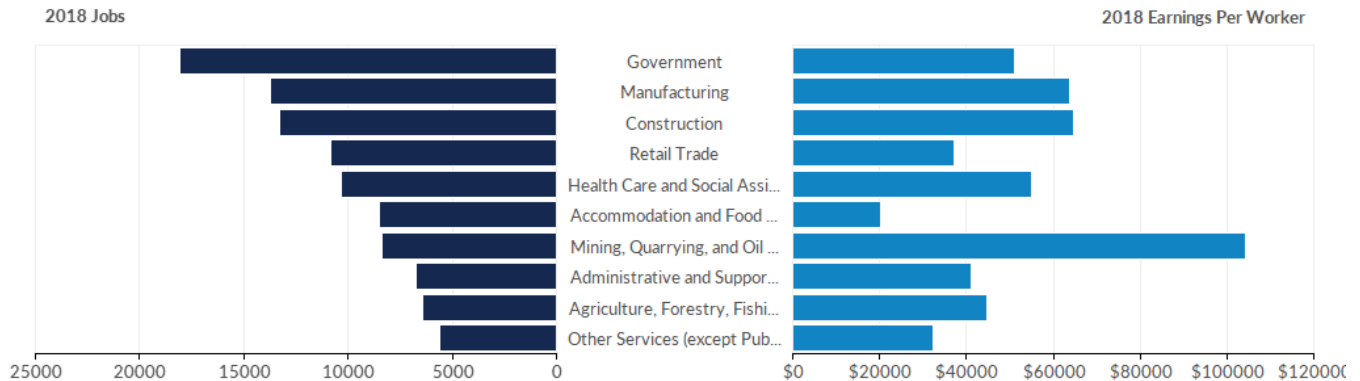
Within each of the top ten industries identified previously and listed above, growth rates were re-analyzed. Each of the top ten industries still anticipate a positive growth rate; however, the growth rate expected is a bit less robust than previously indicated. The revised growth rates are expected to be much more realistic and attainable with a range of between 3 and 6 percent growth forecast through 2019. The revised chart is provided below.

<b>Group</b>	<b>2017-2018 % Change</b>	<b>2018– 2019 % Change</b>
Public Administration – Local, State and Federal Government	3	3
Manufacturing	5	4
Construction	3	3
Retail Trade	4	3
Health Care and Social Assistance	4	3
Accommodation and Food Service	4	3
Administrative and Support and Waste Mgmt. and Remediation Svc.	4	3
Mining, Quarrying, and Oil and Gas Extraction	7	6
Transportation and Warehousing	4	4
Educational Services	3	3

Source: EMSI, economicmodeling.com

To provide a complete analysis, the fastest growing industries was also reviewed. In 2019, Earnings per Worker saw an increased range in the top five industries from \$51,222 in Government positions to \$104,172 in Mining, Quarrying and Oil/Gas Extraction, as evidenced in the updated chart below.

## Largest Industries



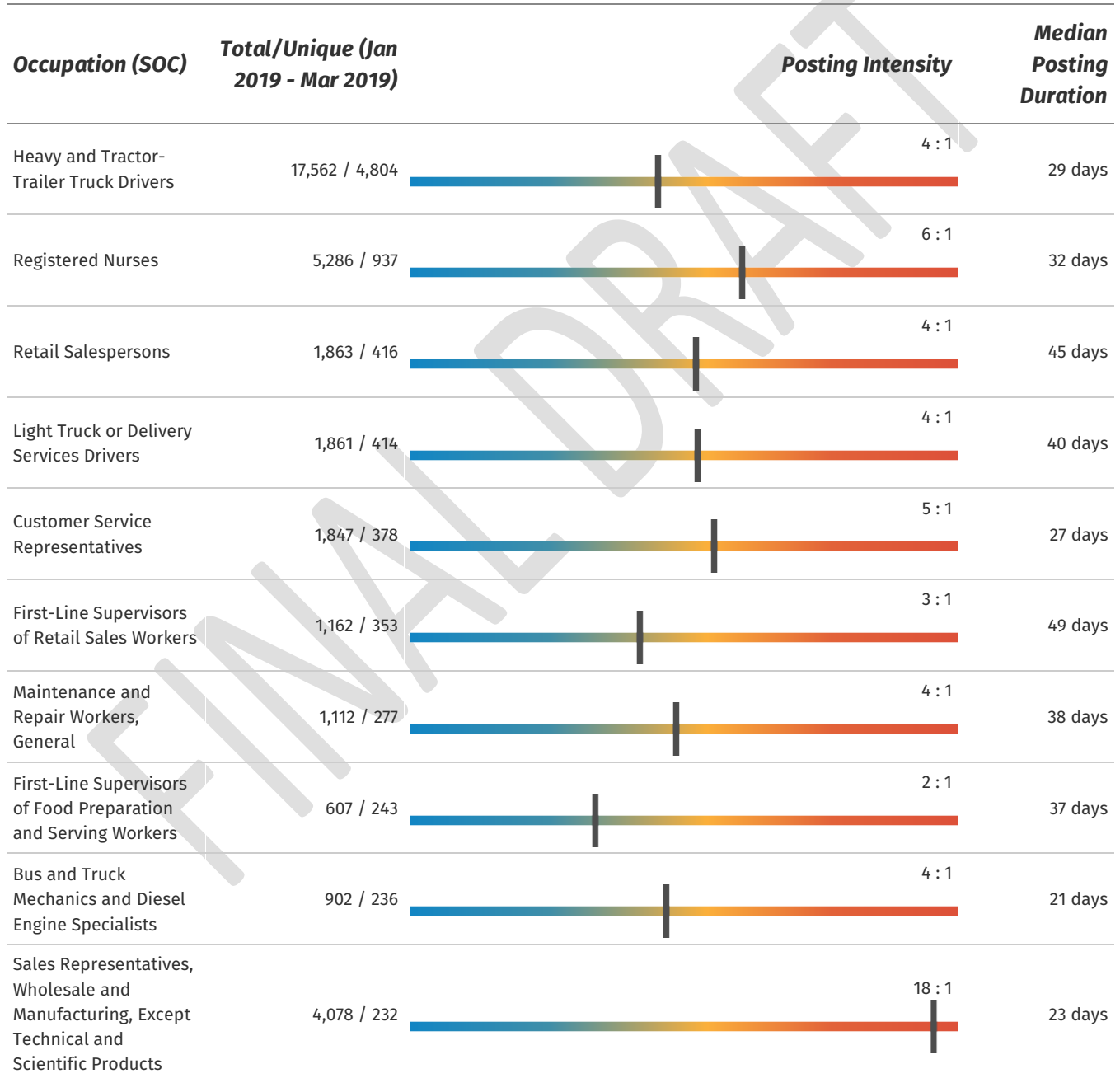
Industry	2018 Jobs	2019 Jobs	Change in Jobs (2018-2019)	% Change	2018 Earnings Per Worker
Government	18,095	18,591	496	3%	\$51,222
Manufacturing	13,719	14,114	395	3%	\$63,724
Construction	13,307	14,008	701	5%	\$64,740
Retail Trade	10,858	11,180	322	3%	\$37,161
Health Care and Social Assistance	10,315	10,704	389	4%	\$55,137
Accommodation and Food Services	8,516	8,876	360	4%	\$20,206
Mining, Quarrying, and Oil and Gas Extraction	8,370	9,295	925	11%	\$104,172
Administrative and Support and Waste Management and Remediation Services	6,707	6,931	224	3%	\$41,020
Agriculture, Forestry, Fishing and Hunting	6,417	6,396	-21	0%	\$44,674
Other Services (except Public Administration)	5,587	5,858	271	5%	\$32,238

Source: EMSI, economicmodeling.com

**b. The employment needs of employers in those industry sectors and occupations;**

To determine the employment needs of employers in the region, data was pulled regarding the most frequently posted position. The positions posted support the information gathered in the analysis of the top ten industries. The employer needs through position vacancy was reanalyzed and is presented below. The top posted occupation remained at Heavy and Tractor Trailer Truck Drivers. Registered Nurses moved from the third most posted position in the prior report to the second most posted position in 2019. The current posting chart follows:

## Top Posted Occupations



Source: EMSI, economicmodeling.com

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

To determine knowledge and skills needed, data was pulled regarding the most frequently posted position. The positions posted support the information gathered in the analysis of the top ten industries. The current skills and knowledge necessary for each of the listed occupations follows in the table below:

<b>Top Posted Occupations</b>	<b>Required Knowledge</b>	<b>Required Skills</b>
Heavy and Tractor-Trailer Truck Drivers	Transportation, Customer and Personal Services, Public Safety and Security, Mechanical, English Language	Operation and Control, Operation Monitoring, Active Listening, Speaking, Reading Comprehension
Taxi Drivers and Chauffeurs	Transportation, Customer and Personal Service, Administration and Management, Psychology, English Language	Active Listening, Operation and Control, Social Perceptiveness, Service Orientation, Speaking
Registered Nurses	Psychology, Customer and Personal Service, Therapy and Counseling, Education and Training, Medicine and Dentistry	Social Perceptiveness, Reading Comprehension, Coordination, Service Orientation, Active Listening
First-Line Supervisors of Retail Sales Workers	Customer and Personal Service, Education and Training, Administration and Management, Sales and Marketing, English Language	Monitoring, Social Perceptiveness, Reading Comprehension, Speaking, Persuasion
Retail Salespersons	Customer and Personal Service, Sales and Marketing, English Language, Mathematics, Computers and Electronics	Service Orientation, Persuasion, Active Listening, Negotiation, Critical Thinking
First-Line Supervisors of Food Preparation and Serving Workers	Customer and Personal Service, Education and Training, Clerical, Administration and Management, Food Production	Critical Thinking, Monitoring, Coordination, Speaking, Time Management
Customer Service Representatives	Customer and Personal Service, Clerical, Computers and Electronics, English Language, Mathematics	Speaking, Active Listening, Service Orientation, Reading Comprehension, Critical Thinking
Stock Clerks and Order Fillers	English Language, Production and Processing, Customer and Personal Service, Computers and Electronics, Mathematics	Critical Thinking, Service Orientation, Coordination, Active Listening, Time Management

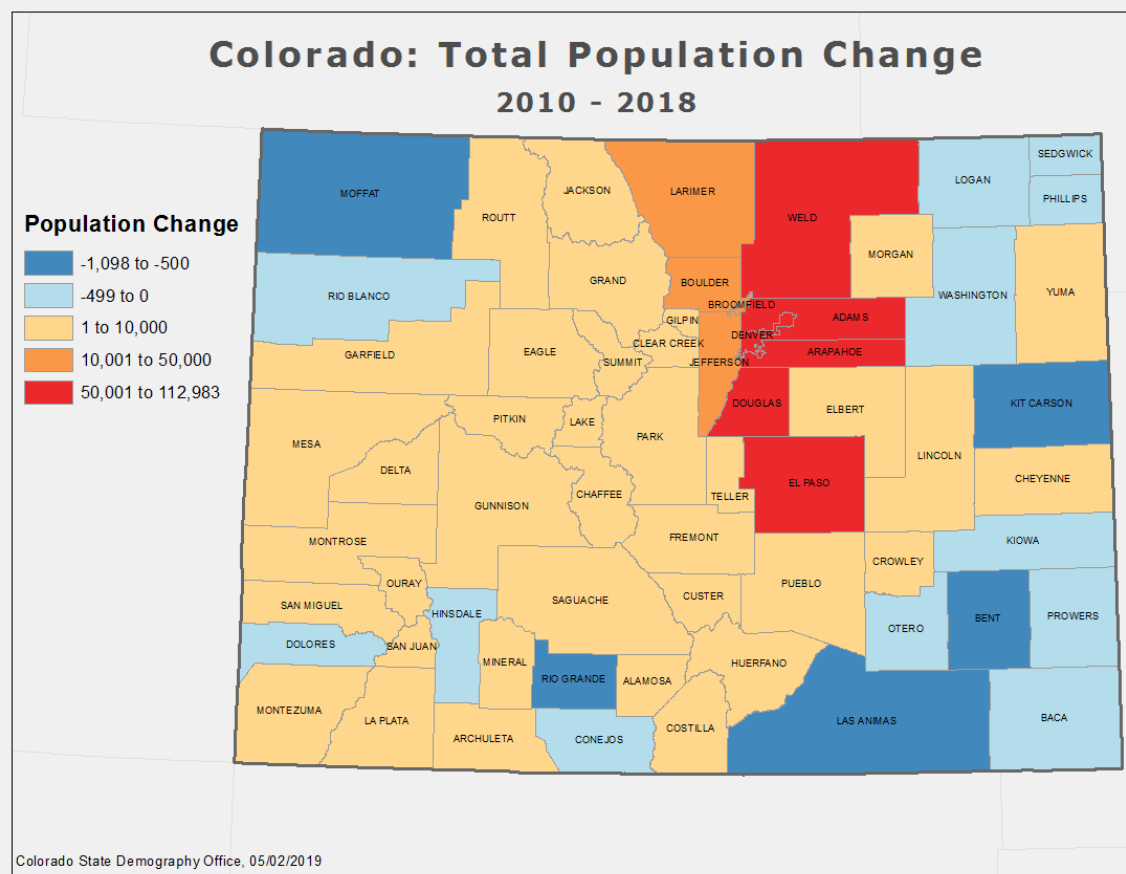
<b>Top Posted Occupations</b>	<b>Required Knowledge</b>	<b>Required Skills</b>
Bus and Truck Mechanics and Diesel Engine Specialists	Mechanical, Engineering and Technology, Transportation, Customer and Personal Service, Education and Training	Repairing, Troubleshooting, Critical Thinking, Equipment Maintenance, Quality Control Analysis
Insurance Sales Agents	Customer and Personal Service, Sales and Marketing, Clerical, English Language, Computers and Electronics	Active Listening, Speaking, Reading Comprehension, Service Orientation, Persuasion

Source: Emsi, e.economicmodeling.com

**3. Provide an analysis of the workforce in the region, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment;**

**Population:**

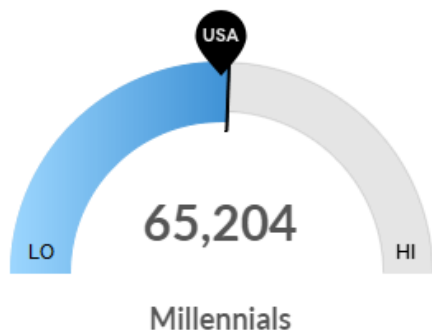
According to AFF, the population of Weld County is now reported at 314,305. Weld County ranks in the top ten Colorado Counties with the highest populations. Weld County is continuing to experience a period of rapid growth. As seen in the projected Population Change chart below, Weld County is expected to lead the state with a population growth of over 50,000 by the year 2050.



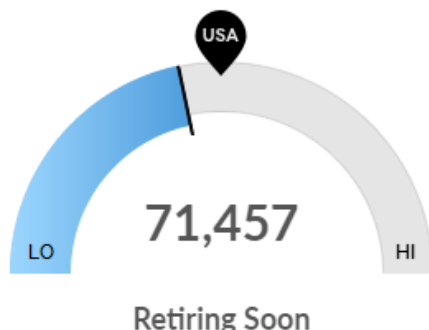


According to the Bureau of Economic Analysis, per capita income and household income experienced gains from \$31,657 to \$42,787 and from \$55,332 to \$69,434, respectively.

Weld County's Median Age currently is at 33.9 which is unchanged from the prior report. Also seen below, Weld County's workforce remains well balanced with a higher than average percentage of the workforce who are millennials, as compared to a lower than average percentage of those nearing retirement.



Weld County, CO has 65,204 millennials (ages 20-34). The national average for an area this size is 63,096.

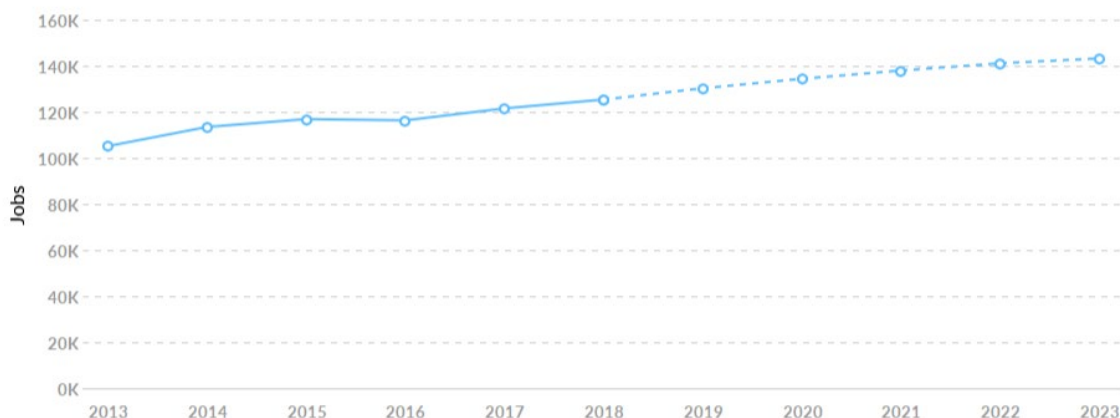


Retirement risk is low in Weld County, CO. The national average for an area this size is 86,845 people 55 or older, while there are 71,457 here.

Source: Emsi, e.economicmodeling.com

Another way to look at the economic health of Weld County is through the job trends statistics. The chart below shows that from 2013-2018, jobs increased by 19.2% in Weld County from 105,150 jobs to 125,384. This change outpaced the national growth rate of 8.2% by over 11%!

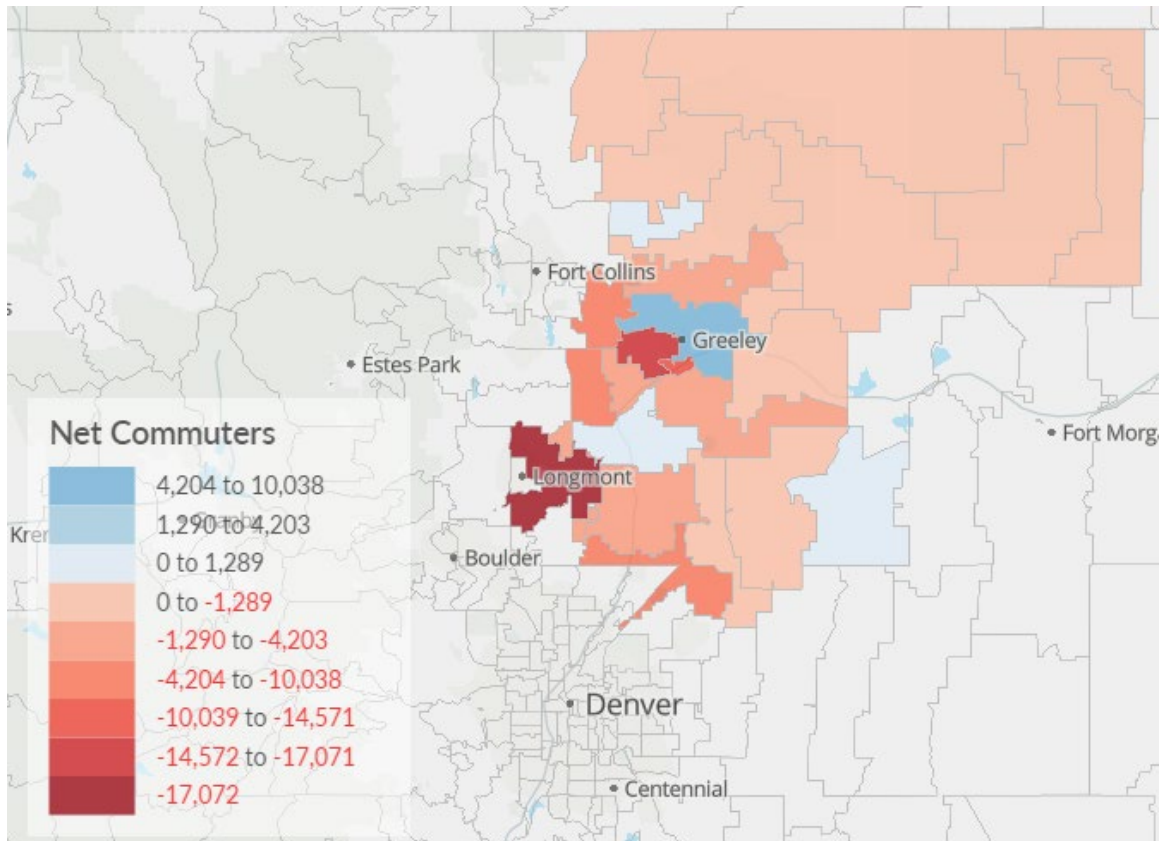
**Job Trends 2013 to 2018 in Weld County**



Source: Emsi, e.economicmodeling.com

### ***Place of Work vs. Place of Residence:***

The commuting patterns of Workers in Weld County as compared to where the workers live is reflected in the map and chart below. The top five zip codes for employment concentration in Weld County aligns with four of the five zip codes where workers live.



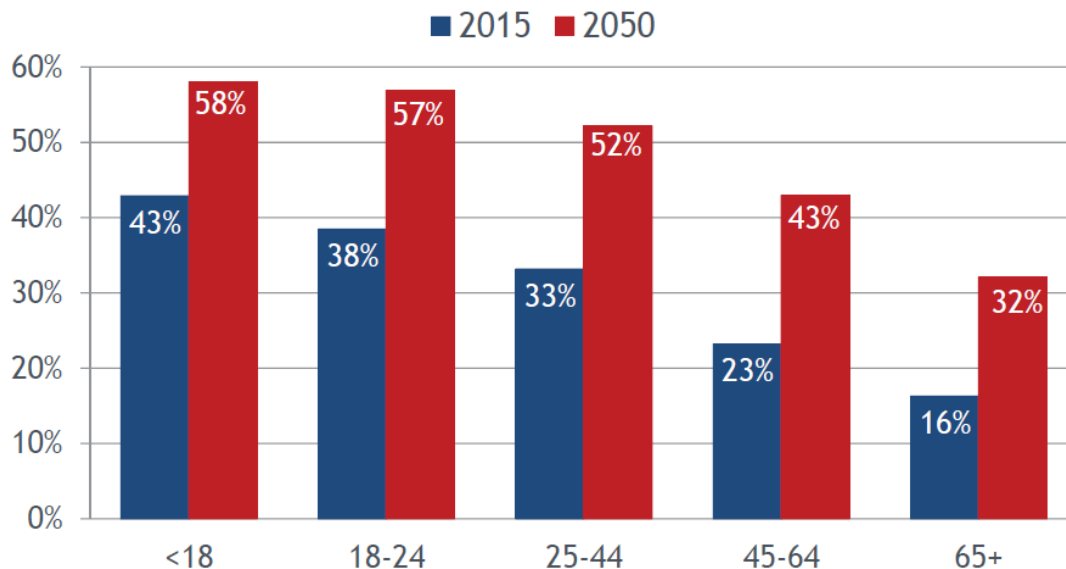
Where Talent Works			Where Talent Lives		
Zip	Name	2018 Employment	Zip	Name	2018 Workers
80631	Greeley, CO (in Weld County)	31,937	80634	Greeley, CO (in Weld County)	34,606
80634	Greeley, CO (in Weld County)	20,034	80504	Longmont, CO (in Weld County)	30,220
80550	Windsor, CO (in Weld County)	13,231	80631	Greeley, CO (in Weld County)	25,822
80504	Longmont, CO (in Weld County)	13,148	80550	Windsor, CO (in Weld County)	18,500
80621	Fort Lupton, CO (in Weld County)	5,543	80620	Evans, CO (in Weld County)	13,895

Source: Emsi, [e.economicmodeling.com](http://e.economicmodeling.com)

**Diversity:**

Weld County's rich cultural diversity remains consistent with previous indicators. As seen in the updated chart a significant portion of the population continues to identify as Hispanic, Black, Asian, and other minority, as seen below with 43% for the < 18 group and 33% for ages 25-44. By 2050, these same age brackets are projected to increase to 58% and 52%, respectively.

### Hispanic, Black, Asian, and other minority share



Source: State Demography Office

**Education:**

Concerning educational attainment, 18.6% of Weld County, CO residents possess a Bachelor's Degree (the same as the national average), and 8.7% hold an Associate's Degree (0.7% above the national average). There have been no significant changes in the percent of the population with High School Diplomas as seen in the updated chart below.



Source: EMSI, economicmodeling.com

**Unemployment:**

Unemployment in Weld County has remained stable. Previously reported at 2.7%; currently Weld County is at 2.8% for March 2019. Surrounding counties are similar with a range from 2.5% in Boulder County to 3.3% in Adams County.

**Area Labor Force, Employment and Unemployment Data**

This section shows estimated labor force, employment and unemployment information in March 2019 for Weld County, CO. These figures are not seasonally adjusted.

<b>Area</b>	<b>Civilian Labor Force</b>	<b>Number Employed</b>	<b>Number Unemployed</b>	<b>Unemployment Rate</b>
Weld County	166,728	162,109	4,619	2.8%
Adams County	271,897	262,863	9,034	3.3%
Boulder County	198,372	193,422	4,950	2.5%
Larimer County	205,042	199,741	5,301	2.6%

Source: LAUS Unit, LAUS system output file, [www.colmigateway.com](http://www.colmigateway.com)

**4. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the planning region and explain how sector partnerships will be utilized to facilitate the engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.**

Upstate Colorado provided the following analysis of the key industry sectors in Weld County in their 2019 Economic and Demographic Profile (*Source: BEA, EMSI; GRP measures final market value of all goods and services produced in a region or sector and is the sum of earnings, property income and taxes on production. It does not include actual production value*).

Weld County's major industries are oil and gas exploration and production, agriculture, manufacturing, renewable energy, and other services. Previously, there have been numerous discussions within various regional groups about determining the interest level in the creating sector partnerships in Information Technology and Construction. In April 2019, regional leaders from Larimer and Weld Workforce, as well as partners from Aims Community College and Front Range College, convened at ESWC to discuss with representatives from the Colorado Workforce Development Council, the viability of creating a new sector partnership. Initial discussions included the Retail Sector and reanalyzing the interest in support of a Construction Sector Partnership provided by the Walmart Foundation funding.

### **Manufacturing Sector:**

The manufacturing sector is a large sector in Weld and includes a wealth of companies producing a wide variety of products focused primarily in food manufacturing, wood products, chemical manufacturing, plastics/rubber products, fabricated metal products, machinery manufacturing, electrical equipment/components, transportation equipment and miscellaneous manufacturing. Key manufacturers include: JBS, Vestas Blades and Nacelles (note: of the 4 production facilities located in North America, **two** are in Weld County), Carestream Health, Leprino Foods, Sparten Medical Systems, PTI Group, Advanced Forming Technologies, etc. *In 2013, this sector employed 11,471 – 12.7% of total Weld employment and had an average earnings/job of \$42,982. Total 2012 employee earnings were \$660.2 million – 16.8% of total Weld employee earnings. Total 2012 Gross Regional Product (GRP) for the sector was \$1.094 billion – 14% of total Weld GRP. In 2019, this sector employed 14,114 ~13.32% of the workforce and had an average income of \$63,724.*

Within Weld County the NOCO Manufacturing Sector Partnership remains vibrant and serves employers well. As a support to the NOCO Manufacturing Partnership, ESWC suggested that a Regional Advisory Discussion (RAD) be instituted. The RAD is hosted by ESWC and brings together employers, workforce, educators, and public partners in one moderated discussion about the skills gaps which employers face. The RAD is a ‘highest and best use’ approach to the time of employers and all participates by addressing common issues in one collaborative meeting. The RAD began in 2016 and at the request of the NOCO Manufacturing SP continues to be held annually. The national moderator for 2019 identified this local event as the most progressive in the United States to date.

### **Energy Sector (Fossil & Renewable):**

Shale oil mining production in 2013 had an estimated valued at \$3.9 million from the 20,000+ oil/gas wells throughout Weld – the highest producing County in the state. Located in the Denver-Julesburg (DJ) Basin, the Niobrara formation is part of the Wattenburg field and has a 40+ year proven track record. The Niobrara – 7,000 feet down, is the most productive so far due to new horizontal drilling technology coupled with multi-stage hydraulic fracturing – fracking. In addition, Weld is home to two 300+ mega-watt wind farms operating with 125+ turbines each on over 60,000 acres of land in Northern Weld. *In 2013, the sector employed 6,048 – 6.7% of all Weld employment and had an average earnings/job of \$77,438. Total 2012 employee earnings were \$527.1 million – 13.4% of total Weld employee earnings. Total 2012 sector GRP was \$843.2 million – 10% of total Weld GRP. In 2019, this sector employed 8,902 ~ 9.8% of the workforce and had an average income of \$103,450.*

There have been numerous discussions within various regional groups about determining the interest level in the creating sector partnerships in Energy.

During April 2019, Weld County BOCC took a progressive stance against the negative implications of SH19-181. Weld County signed a proclamation on April 22, 2019 which supports the energy industry and the families it employs. In this bold move, Commissioners vowed to fight the new regulations and continue to “have the backs” of those in the industry.

### **Health and Wellness Sector:**

The cornerstone of Weld’s growing health sector is the regional 378 bed North Colorado Medical Center (NCMC) located in Greeley. Part of the Banner System: NCMC was named “A top 100 Hospital” in

the 2013 and 2014 National Truven Health Analytics report. Key NCMC services include: Heart and Cancer Care, Trauma and Emergency Care, Surgical Care and Women's Health plus a full range of specialty services including a regional burn unit and hyperbaric medicine facility. Air Life of Greeley provides immediate emergency transport with a 300-mile radius. The University of Colorado Health offers additional health options. UC Health is opening a new hospital with a planned opening of early summer 2019, adding more than 200 positions. The hospital is located in Greeley, CO with the following planned services available: Advanced cardiac services, birth center with C section room, complete imaging capabilities, emergency department with Level III trauma, full service lab, inpatient medical surgical care, intensive care, operating rooms, rehabilitation services, 24/7 pharmacy and women's health service. *In 2013, the sector employed 7,931– 8.8% of total Weld employment and had an average earnings/job of \$44,271. Total 2012 employee earnings were \$475.8 million – 12.1% of total Weld employee earnings. Total 2012 sector GRP was \$511.7 million – 6% of total Weld GRP. In 2019, this sector employed 10,704 - 10.107% of the workforce and had an average income of \$55,137.*

The Northern Colorado Health Sector Partnership remains vibrant and serves employers well. Success for the Workforce Committee to date include cultural competency training, job fairs, Developed Guts model, Behavioral Health defined pathways and Medical Assistant education scholarships. The committee's 2019 goals include Behavioral Health committee to implement workforce goals, apprenticeships, internships and to conduct an improved survey of critical occupations and largest workforce gaps. The report would then be disseminated to the community.

#### **Business Services Sector (Company Management, Administrative/Back Office Support):**

Offering a central US location with easy access to Denver International Airport, a skilled labor force and exceptional quality of life, Weld is home to several large corporate/regional headquarters, business service centers and customer/administrative support operations. While the JBS North American Corporate HQ is the largest single employer in this sector other important players include State Farm Insurance Regional Operations Center, Animal Health International, Banner Health Corporate Center, Hensel Phelps Corporate HQ, Xerox, TeleTech, StarTek (closed 2019), Afni, etc. *In 2013, these two sectors together employed 6,843 – 7.5% of total Weld employment. The Company Management Sector had an average earnings/job of \$111,587 and Administrative/ Business Services was \$30,649. Together, total 2012 employee earnings were \$385.6 million – 9.8% of total Weld employee earnings. Combined sectors total 2012 GRP was \$461.2 million - 6 % of total Weld GRP. In 2019, these sectors employed 8,788 ~ 8.3% of the workforce and had an average income of \$156,456 in the Company Management sector and \$41,020 in Administrative/Business Services.*

#### **Agriculture Sector:**

Weld County's agriculture base includes 2.2 million acres devoted to farming and raising livestock. With total market value of agricultural products sold at \$1.86 billion; Weld ranked 1st in Colorado and 9th in the nation in the most recent 2012 US Census of Agriculture. Weld continues to be the only County outside of California to consistently rank in the top ten. The bulk - \$1.4 billion of market value came from livestock sales. Weld is home to two of the largest cattle feeding operations in the nation and ranks 1st in sheep/lamb production. About half of the dairy cows in the state are also located in Weld. Cattle ranching, goat, hog, poultry and equine operations abound, and key crops include: hay,



wheat, corn, nursery stock, sunflowers, dry beans, onions and carrots. The impact of agriculture extends from the traditional farm production of commodities to large agribusiness/food manufacturing operations processing value-added consumer goods exported all over the world. *In 2013, the sector employed 3,521 – 3.9% of total Weld employment and had an average earnings/job of \$34,528. Total 2012 employee earnings were \$37.3 million – .09% of total Weld employee earnings. Total sector 2012 GRP was \$366.9 million – 5% of total Weld GRP. In 2019, this sector employed 6,396 ~6.0% of the workforce and had an average income of \$44,674.*

### **Transportation Sector:**

Transportation is a key industry within Weld County. It reaches across virtually every other sector and growth within this sector has a direct impact on the health in other sectors. The importance of this industry can be seen when looking at the transportation jobs within other sectors such as agriculture, energy, and manufacturing. The need for heavy and tractor-trailer truck drivers, as well as light truck and delivery drivers continue to be in demand and the expectation is to see continued growth within the industry. These two occupations represent nearly 65% of the employment within the industry. The growth rate for transportation is expected to be over 20% in the next few years compared to an anticipated national growth rate of 4.3% for the same time frame. *In 2015, Weld County employed 4,093 within the sector ~ 17% higher than the national average. The average earnings in this industry were \$73,167 compared to the national average of \$61,789. In 2019, this sector employed 4,725 ~ 4.5% of the workforce and had an average income of \$71,185.*

The WCWDB has responded to the workforce needs within the manufacturing, energy, health, agriculture, transportation sectors by devoting staff resources to work on sector initiatives within each of these industries. Within the manufacturing and health industries, sector partnerships are clearly defined within the Region. There are active sector partnerships with which ESWC are fully engaged. Within the energy sector, ESWC will continue to monitor the changes within this sector. The Sector Partnership National Emergency Grant, which the WCWDB supported, not only trained workers in the Manufacturing Industry but the Grant worked to support employers in all the industries mentioned as it heavily supported the training needs of the transportation workforce. The WCWDB continues to improve the workforce for Weld County employers as it engages and responds to employer needs.

In addition, regional partnerships have been formed in the region area and Weld County has been involved since their inception. There are monthly meetings of the Convener Team (combination of public and private partners), monthly meetings of work teams and Semi-Annual meetings of the entire partnerships.

The NoCo Manufacturing Partnership services the Weld Region and a portion of Larimer County. There are three task committees including the Manufacturing Network to better connect the manufacturing community, Manufacturing Rocks! to engage a future workforce towards manufacturing careers, and Manufacturing Talent which works with educators to prepare the next generation of manufacturers. Through this initiative, youth participate in manufacture related tours, including Owen Illinois, Burris and Big-R Bridge with each tour providing hands on learning experiences.

The Northern Colorado Health Sector Partnership serves the same regional area. The partnership has been strategizing ways to connect youth with hands on experiences as related to healthcare and with

overwhelmingly positive support. The intention is to continue facilitating Healthcare Boot Camps and expanding the number of youths provided with this opportunity.

In the Upstate Region, it is an expectation that employers are best served through providing, quality, timely outreach. ESWC provides industry specific information to employers on a quarterly basis through an email blast titled “Did You Know...”. For instance, in the Manufacturing and Healthcare Did You Know... emails, information is relayed to employers about Sector Partnership meetings and calls. Employers are encouraged to participate in their respective sectors. This sector and cross sector informative email firmly identifies ESWC as the employer’s resource of choice. ESWC also hosts a Sector Partnership Employer Workshop, which is a facilitated panel discussion for local employers to learn the benefits of being involved in Sector Partnerships. The planned objective is to hold facilitated opportunities on a regional basis for the sectors the panel members represent; in the referenced workshop it was healthcare and manufacturing sectors.

As an update, additional employer workshops have been held at ESWC covering Work-Based Learning (WBL) methods and a Registered Apprenticeship panel. Moreover, at a recent NOCO Manufacturing Sector Partnership meeting, an ESWC Case Manager was included as an expert on a Registered Apprenticeship Panel presenting to the regional membership of the group.

Partnering with Chambers throughout Weld County strengthens our connections with key business individuals in the local communities. These events include the Southeast Chamber, the Carbon Valley Chamber, the Fort Lupton Chamber, the Greeley Chamber, the Johnstown-Milliken Chamber, Erie Chamber and the Evans Chamber. Serving on the Erie Economic Development Committee and several Aims Community College Advisory Boards supports this function as well.

Weld County engaged in the Sector Partnership National Emergency Grant (SP NEG), which was designed to support two of our identified in-demand industries, Manufacturing and Transportation. The SP NEG Grant closed out on June 30, 2018. Employers were served by developing a strong qualified workforce in these industries. Employers also had an opportunity to voice their needs and concerns by participating on a SP NEG Leadership Team. When forming the SP NEG Leadership Team, ESWC envisioned which employers might be most impactful on the team and who would be likely to participate. Ultimately, ESWC invited industry representatives who were both leaders in the industry and who had been engaged with the services of ESWC in the past. The team worked towards facilitating Regional Discussions with employers, workforce, and public partners. This forum was not designed to compete with already established Sector Partnerships, rather it expanded upon those meetings and allowed for further discussion.

There have not been any new sector partnerships launched since 2016.

##### ***5. Describe how career pathways will be used to meet the needs of employers and support work-based learning opportunities.***

Career pathways may be used to help employers better understand the path an employee is able to take in their career. A pathway may also help a potential employee understand what is required to begin on a path within a certain industry. A career pathway is an option to identify what additional training needs to be accomplished for a candidate to be successfully employed. A clearly defined career path will support employers by creating a more employable workforce. Often, the path may



include WBL opportunities such as work experience, job shadowing, On-the-Job Training or apprenticeships.

For the past two years, ESWC has committed to hosting an Apprenticeship Open House for employers. This event is held in conjunction with a Proclamation by the BOCC of Apprenticeship Week in Weld County (held in November to coincide with National Apprenticeship Week). This event is expected to continue on an annual basis. This Open House highlights and celebrates the advantages to employers when implementing the RA model in their business.

Upholding the importance of apprenticeships, the WCWDB has supported these discussions as is evident with the Salud Family Health Centers. The WCWDB has been in a collaborative partnership with Salud Family Health Centers for several years, and over the last three years has specifically supported the apprenticeship initiative providing official support to secure grant funding to begin the new initiative. Although the grant application was unfunded, Plan de Salud was approved by USDOL to facilitate health related apprenticeship training programs, to include Medical Assisting. ESWC remains committed to supporting apprenticeships and WBL opportunities and will remain connected with Salud Family Health Centers as well as initiate additional related initiatives with additional partners.

The advancement of Registered Apprenticeships (RA), as with other forms of WBL, remains a priority for Weld County. In fact, ESWC was instrumental in creating a partnership with an employer and Aims Community College so that the training component for a medical RA could be developed. It is currently expected to launch summer 2019, which will allow Weld residents to train locally while pursuing their Medical Assistant RA.

Numerous discussions with employers have been held and there has been some interest. USDOL has jointly presented information with employers, as well; however, the paperwork seems to hinder the progress of the final step in becoming a RA site. Weld has expressed interest to the State to learn more about becoming an "Apprenticeship State". This model, discussed at a recent National Association of Workforce Board conference, shows great promise in its streamlined approach to RA approvals.

Career pathways are an active workforce development strategy in Weld County. Through the WCWDB, the standing Youth Committee has been committed to Career Pathway initiatives and strives to align existing programs and services while expanding services with careful oversight to prevent duplication of services. The Greeley Mayor has identified youth employment as a priority and is also committed to expanding employment related opportunities to youth to include WBL. In 2015, with the leadership of the ACE program (Achieving Community Excellence) and in collaboration with Greeley/Evans School District 6, and multiple community and business partners, over 50 youth were provided with a paid summer internship. Interns were paid \$10.00/per hour and were hosted by a variety of area businesses to include corporate, public and private host sites. All interns were paid by the hosting business with a limited scholarship made possible by State Farm for non-profit agencies to host interns. This program expanded in 2016 and 2017 to 100 students and 38 business partners. ESWC continues to provide additional support to include resume preparation, interview skills, access to the Work Readiness Credential (WRC) and additional employment related services. Additionally, through the existing partnerships already in place, WBL opportunities are provided to youth in Weld County comprised of in-school and out-of-school youth. Most of in-school youth receiving paid internship opportunities are funded outside of WIOA allowing ESWC to provide services and program funding to youth participants experiencing barriers to employment and representing hard-to-serve populations.

In alignment with WBL opportunities, ACE has had **four** annual Youth Leadership Summits and is currently coordinating the 4<sup>th</sup> Annual Youth Leadership Summit to take place in June of 2018. The summit is currently funded through a grant awarded by State Farm. Several community members and business leaders visited Kalamazoo to experience a Youth Leadership Summit and have since facilitated the first like event in Colorado. The Leadership Summit is a Regional initiative and has welcomed youth participants from across the State to participate. ESWC has been involved with this initiative from its inception in both planning and practice and has promoted the participation of out-of-school youth as well as participants of WIOA and the Weld County Youth Conservation Corps (WCYCC) comprised of TIGHT and AmeriCorps members.

In the healthcare industry, ESWC in partnership with Aims Community College continue to organize a three-day hands-on Health Care Career Pathways exploration referred to as a Healthcare Boot Camp. This invaluable opportunity, targeting young adults, includes a tour of Aims and the ability to participate in four (4) classes designed especially for ESWC participants. These include, Surgical Technician, Nursing (CNA, LPN, RN), Radiology Technician and Fire Science classes. ESWC believes it is also important to engage the young adults with mental health professions therefore a tour of Weld County's Crisis Center is included and the opportunity to complete a course to receive the Question, Persuade, Refer (QPR) certificate is incorporated to empower young adults to recognize and respond to peers exhibiting suicidal signs. In 2015, the 16 participating young adults learned how to suture a chicken breast using two different techniques, operate an x-ray machine by practicing on personal belongings, hold a fire hose and fully suit up as a fire fighter. Participants also experienced possible scenarios health care professionals may encounter with the help of "Sim Man". Sim Man provided opportunities for participants to assess situations, take blood pressures at various intervals, respond to medications given, and even witnessed physical signs of distress. In addition, they experienced an actual college class environment with current instructors and most importantly they were connected to a post-secondary institution that partners closely with ESWC so their transition from High School Education/HSE obtainment into community college may not be as overwhelming. Many of the young adults walked away from the experience motivated and encouraged to further their education and start a career in the Health Care sector.

To complement existing Career Pathway initiatives, such as the Healthcare Boot Camp, Aims provides opportunities for concurrent enrollment, also referred as dual credit opportunities for in-school youth. Concurrent enrollment opportunities are extensive and include, but are not limited to, health care, criminal justice, oil & gas, welding, automotive services, graphic design and communication media. Youth electing to participate in concurrent enrollment courses can obtain an associate degree in harmony with their high school diploma. Additionally, ESWC strives to extend similar opportunities to youth outside of a traditional secondary educational environment. As such, stackable certificates are an emphasis for ESWC to ensure access and availability for individuals who have significant barriers to employment. ESWC has been actively engaged with Aims advisory committees to stress this importance. ESWC representatives have been a member of the Surgical Technology Advisory Committee since its inception, initiated the Multi Industry Systems Technology (MIST) certificate over ten years ago (has since been renamed to Industrial Technology), and engaged Aims with local business leaders to create Oil & Gas stackable certificates leading to a two-year degree amongst numerous additional initiatives.

Aims Community College is in partnership with various school districts and youth can receive college credit while in secondary education. This provides the opportunity to explore careers and complete

one or two years of college credit while also working on the high school diploma. With this availability, more of the youth can be involved in a variety of career pathway options.

During a WCWDB retreat in March 2019, board members and strategic partners engaged in a Strategic Doing workshop where a Career Pathway pathfinder project was developed. At the completion of the project, an increased awareness of career pathways through marketing will be implemented.

**6. Describe other strategies and services that will be used in the planning region to support a local workforce development system that meets the needs of businesses in the planning region.**

One of the more current and innovative workforce development initiatives in Weld County is the Bright Futures program. The Weld County BOCC made a financial commitment to invest in the Education of its residents setting an example nationwide with their Bright Futures program which will single-handedly have an impact on educating the workforce of tomorrow. This innovative program allows Weld residents the opportunity to attend post-secondary schools by providing tuition assistance of up to \$2,000 a year for a total of four years. This became available to any high school graduate or GED recipient beginning in 2016 and forward. The program is also open to returning Veterans. More details on the Bright Futures Program can be viewed at: <https://www.brightfuturesco.com/>.

An additional outreach method to highlight is the Open Jobs List that ESWC sends out weekly. This tool provides up-to-date information about new and current job postings within Weld County. There are two main distribution lists which are utilized. First, the report is sent to all agency Case Managers and Managers which allows Case Managers to in-turn provide relevant job information to ESWC clients. Secondly, the report is distributed to over sixty public partners, some of which include: Weld County School Districts; Aims Community College; Division of Vocational Rehabilitation; SER-National; Department of Corrections, Adult Parole; and CDLE Veterans. It is so widely utilized among the community that some of the individuals receiving the report repost or resend the information to their respective networks. For example, one ESWC Manager who also participates in the Carbon Valley Network shares the report with those non-profit agencies that comprise the network. Another example is the report is used at the Department of Human Service entry points. Clients seeking services at the Department of Human Services in areas such as TANF, Food Stamps, Child Support, etc., can access the reports and are encouraged to sign up for Connecting Colorado to discover more about the jobs which are available.

Committees of the WCWDB also utilize strategic planning to support the local workforce development system. The standing Youth Committee is committed to analyzing business needs within the Weld County planning region as well as surrounding area. The Youth Committee has been connected with the Aims Surgical Technology program advisors and as a result were informed of the current nationwide labor shortage in Sterile Processing Departments with limited talent pipelines of individuals to meet future needs in this high demand occupation. In collaboration with Aims Community College, the Youth Committee and ESWC staff members coordinated and supported the creation of a Sterile Processing Technician certification program which is not currently available in Colorado; Aims received State approval to launch this program and the first cohort began in January 2017. Many of the students who obtained certification in the first cohort obtained employment offers before completing clinicals. Based on the success of the inaugural cohort, the program was approved to continue. Sterile Processing Technicians clean, process and sterilize surgical instrumentation. Each operating room has a Sterile Processing Department that is closely aligned with Surgery Departments

and oftentimes falls under the direction and supervision of Surgical Services. Sterile Processing Technicians must obtain a working knowledge of surgical instrumentation, infectious processes, and sterilization techniques. Sterile Processing Departments are experts on surgical supplies and equipment as they gather and process these items for surgical procedures for both inpatient and outpatient facilities. Creating the first Sterile Processing Certification program in Colorado is one example of the WCWDB and standing committees supporting local workforce development and being on the cutting edge of program development to meet identified industry sector needs.

In the implementation of the Sector Partnership National Emergency Grant, which addressed workforce needs in the Manufacturing and Transportation Industries, a Leadership Team was formed to ensure that the efforts and direction of ESWC staff stayed in-tune with employers within these sectors. The team included key Weld County employers within manufacturing and transportation; education partners; and ESWC managers. This task force convened on a quarterly basis to analyze current workforce development efforts and share insights to any changes required to address these sector employers' needs. The idea of ESWC hosting on-site job fairs was mentioned to this task force and received resounding support.

Employers from the SP NEG Leadership Team fully utilize the recruiting events hosted by ESWC including customized hiring events and onsite job fairs which are open to all Weld County employers. Initiated in 2015, the use of on-site job fairs has met with strong employer support. The venue allows for 6-8 employers at a time and one of the two events per month is industry specific. For example, recent events have included a transportation and education focused job fair. Employers appreciate having the one on one interaction with job seekers. Employing this strategy of workforce development will continue to be a part of the regional plan.

Additionally, other events which ESWC either hosts or participates in are shared with the membership of the WCWDB and the SP NEG Leadership Team. Notifications of events are sent through email and members of each respective group are encouraged to attend. As an example, ESWC is a part of a Regional Workforce Development Group known as WYCO (Wyoming Colorado). This group is made up of workforce staff from Boulder, Larimer, and Weld Counties as well as Wyoming. In recognition of the labor shed drawing from all of these areas, the partnership hosts two Regional Job Fairs annually and employers from the WCWDB, the Leadership Team, and throughout Weld are asked to participate. Held in the spring and fall, the Job Fairs support the workforce on a regional level and these events have garnered huge support from employers in Weld County. More than 30% of the employer representation at these events has been from Weld County and this successful strategy will be continued.

Another strategy Weld County utilizes in developing effective workforce practices is being seen as an instrument of change. Weld County continues to be a leader throughout the state by participating in pilot projects and being involved on various task forces. During 2018, Weld County assisted the CDLE's Business Services Coordinator with the revisions made to the PGL for Business Services. The PGL was published on March 7, 2019.

Weld County's participation in Unemployment Initiatives and the diligence in serving the UI population serve as another example of how strategies and services are currently being used to support the local workforce development system that also meets the needs of businesses in the Weld County planning region. Weld has administered a variety of programs such as EUC, LINKS and most recently, RESEA. During orientation, the facilitator explains WIOA, workshops, the work readiness credentials test (WRC)

and during their one-on-one meeting, are offered referrals to open positions. Clients are made aware that by signing up for any of the services, it becomes a requirement by Unemployment Insurance (UI), and if they agree, sign a client agreement at their appointment and are provided a copy.

**7. Describe efforts that have taken place or anticipated efforts to assess the need for and establish regional service strategies, including the use of cooperative service delivery agreements.**

Weld County has a strong history of working with many community partners. Aims Community College (Carl Perkins), Division of Vocational Rehabilitation (DVR), Immigrant and Refugee Center of Northern Colorado (IRCNOCO), Community Education Outreach (CEO), *Intervention Community Corrections Services (ICCS)*, Service Employment Redevelopment (SER) – Jobs for Progress National, Inc., Rocky Mountain SER, and the Community Resources and Housing Development Corporation (CRHDC), have signed Memorandum of Understanding's (MOU) regarding the coordination of services under WIOA. Each partner is committed to the development and collaboration of services not only with the workforce center but with one another.

At the 2018 Workforce 2020 conference, representatives from ESWC Aims, DVR, IRCNOCO, and CEO met and participated in a Strategic Doing workshop. Two pathfinder projects were created to increase collaboration between front line staff of WIOA partners and increase client's abilities to access services.

- Community Resource Tool – A central information source highlighting services provided by each partner, including contact information. This tool will be updated as organizational changes occur or at a minimum, once a program year. The tool was disseminated to staff and has increased collaboration and co-enrollment across partner's programs.
- Community of Practice for Front-Line Staff – Meetings are held bi-monthly and hosted at rotating partner locations. Select staff members from each partner attend to discuss programs and services, community needs and network. These meetings have increase awareness of partner services, which has increased collaboration and co-enrollment of clients across partner programs.

The WCWDB Partner Committee, which was developed in 2016 and devoted specifically towards partner agencies to obtain additional input, was rejuvenated after Workforce 2020. The committee has been meeting monthly since August 2018. The meetings allow for partners to keep up to date with program and service updates. The increased frequency of these meetings provides increased opportunities to the community, as staff are continuously updated on partner activities.

**a. Describe the strategies and services that will be used in the planning region to better coordinate workforce development programs and services with regional economic development services and providers;**

Upstate Colorado, the lead regional economic development agent in the Upstate Region, has a long standing and collaborative partnership with ESWC. In the past ten years, this partnership was strengthened when Weld County received the Sectors and H-1B Technical Skills Training Grant. Working with Upstate as the convener through the Sustainable Manufacturing Sector Initiative, ESWC was able to provide training and related activities to workers to assist them in gaining the skills and competencies needed to obtain, or upgrade, employment in high-growth

industries or economic sectors. Additionally, there has been, and continues to be, representation on the WCWDB by the Upstate Colorado President and CEO. This longstanding relationship facilitates regional discussions with Upstate, employers, and other workforce partners regarding current workforce programs and conversely provides Upstate the ability to inform ESWC, the WCWDB, and partners regarding economic development activities within the region.

ESWC provides Upstate customized analysis and labor profile statistics specific to potential companies exploring Weld County for business location or expansion. This analysis researches labor markets, talent pool availability, hiring trends, local and regional job seekers registered in Connecting Colorado, education attainment statistics in the labor market, etc. If the potential employers want more detailed information (e.g. wage rates in similar companies, shift differentials, commute times, etc.) concerning comparable companies, additional research is completed for the employer. This collaborative effort and the willingness to respond to potential companies' requests have resulted in numerous positive results in attracting large industries to the local area such as Owens Illinois, Vestas, Leprino Foods and Smuckers. Conversely, where companies are in a position where they need to downsize or close, ESWC and Upstate representatives visit with the companies to determine if there is a way to respond to the companies needs and when necessary, provide rapid response activities to the affected employees.

The collaboration with Upstate as a key partner facilitates regional discussion through its involvement with partner economic development entities including the Colorado Office of Economic Development and International Trade and the Southwest Weld Economic Development group that borders Adams and Boulder counties.

Two new developments have occurred since the 2016 Planning Period which will continue into PY19. A coordinated service delivery between Aims Community College, Upstate Colorado, and ESWC has formed through a team known as Weld WORKS to better serve employers. This collaborative effort meets monthly to help employers quickly recruit, train and further develop their workforce. The Weld WORKS Labor Team is designed to provide technical assistance to both new companies looking to locate to the region as well as existing employers expanding or facing employment challenges. The Team identifies labor development opportunities by comprehensively reviewing and managing various local, county and state **Workforce Assistance Programs**, including:

- Colorado First/Existing Industry Training Grant
- Assessment and Learning Labs
- WBL Options
- Bright Futures Education Stipend
- Certification and Degree Programs
- Customized Training for Employers
- Labor Market Information and Statistics
- Other Business Assistance Programs

Other organizations (municipal, university, college, etc.) will be invited to employer meetings, as warranted.



Weld WORKS continues to be an excellent collaboration. Standing monthly meetings allow partners the ability to schedule employer discussions on a pre-set date and time; without having to check for availability. As a nod to the success of the partnership, the Weld WORKS team was selected to provide a presentation at the Rocky Mountain Workforce Development Association Statewide Conference held in August 2018.

Secondly, the Weld Workforce Collaborative (WWC) was developed in Weld County. This team of economic developers, educators, and workforce met to enhance the delivery of WBL options to employers. Providing a consistent, cohesive, and identifiable message to employers about the many WBL opportunities among partners elevates the entire region. WWC met its defined goal of creating a one-page handout which could be utilized by all contributing partners. Additional work of the members was determined to be duplicative of the WCWDB Awareness Committee. As such the WWC, has since disbanded in favor of using the strengths and talents of the Awareness members.

The Boards of County Commissioners of Weld County, Colorado and Larimer County, Colorado executed an MOU creating an official collaboration titled Northern Colorado Regional Economic Development Partnership on May 15, 2019. Weld and Larimer County acknowledge that significant benefit can result from collaboration on economic development activities that promote the positive business attribute and amenities of Northern Colorado. We recognize that shared regional assets exist within the two counties, and when marketed jointly, a stronger case can be made to businesses and talent within targeted industries and occupational sectors to stay and grow in Northern Colorado. A competitive advantage and economic strength lies in the collaboration of Upstate Colorado Economic Development Corporation (Upstate), Larimer County Economic and Workforce Development (LCEWD), along with 33 cities and towns, as well as the unincorporated communities within our combined geography. Regional collaboration provides a clarity of roles, relationships and expectations of a common economic development goal in our region. Upstate and LCEWD and other community partners will examine specific opportunities to effectively market the Northern Colorado Region to prospective employers and site location consultants. The goals of these joint efforts include:

- Expand awareness of Northern Colorado by companies and prospective workers of the business opportunities that exist
- Competitively position Northern Colorado in relation to other areas of the State and similar markets around the U.S.
- Create broader partnerships within the area's public, private and non-profit sectors
- Share costs of regional economic development marketing on a case by case basis by separate written agreements
- Generation of qualified leads

**b. Describe how the planning region will strategically coordinate workforce investment activities with the provision of adult education and literacy activities under title II.**

As mentioned above, an MOU is in place with IRCNOCO, the local entity delivering the adult education and literacy activities under Title II of WIOA. The Executive Director is member of the WCWDB, CWDC and currently serves as chair of the Youth Committee. The WCWDB serves as a

conduit for information sharing and regional discussions regarding current workforce programs and the development of initiatives to meet adult learner needs.

Collaboration has taken place to provide a bridge for adult learners to work seamlessly between adult basic education/ESL, Aims Community College, and ESWC. A model to reinforce a “no wrong door” approach for each agency was developed under the Weld Alliance Career Education Pathways partnership in 2011. This effort has allowed for further coordination with additional agencies such as Lutheran Family Services, the Global Refugee Center and Weld County Volunteer Agency (VOLAG) serving the refugee population, to provide additional services for Weld’s refugees and individuals in need of ESL.

**c. *Describe how the planning region will strategically coordinate workforce investment activities with the provision of vocational rehabilitation services under title IV.***

The Weld Region has had, and continues to have, an excellent working relationship with the local DVR and has had a strong partnership that has been in place for many years. DVR serves on the WCWDB as an associate member, participates in regional sector work, and is in leadership roles on ESWC committees. The MOU with the WCWDB outlines collaborative efforts for business hiring events as well as assisting clients in accessing workforce system services.

DVR is a willing contributor to the employer workshops which are hosted at ESWC. Recently, the Weld County Business Outreach Specialist provided an engaging presentation to employers on How DVR Can Partner with Employers. The presentation was well received by employers as they learned of services available to them.

Referrals between DVR and ESWC continue to grow and strengthen. A collaborative effort, which braided funding from both agencies, was the subject of Weld County’s April Success Story. The involvement and persistence of both DVR and ESWC case managers ultimately resulted in the placement of a DVR client.

**d. *Describe the strategies and services that will be used in the planning region to strengthen linkages between the one-stop delivery system and unemployment insurance programs.***

ESWC has extensive experience in serving UI claimants. In 2012, processes were implemented under the Emergency Unemployment Compensation Program (EUC) and a major component of that initiative was the development of a UI eligibility assessment. With program requirements for extended benefits, UI claimants were required to participate in activities designed to increase employment job searches and employability skills to find and obtain employment. Services for UI claimants have included:

- Assessments including basic skills, interest inventories, aptitude and attitudinal assessments
- Testing including the Work Readiness Certification
- One-on-one or group staff assistance regarding labor market and occupational information
- Interview and resume workshops
- Individualized job search assistance
- Referral services to training including WIA/WIOA funded training



- Resources utilized aided with applications for Federal Pell Grants, including linkages with community colleges and universities, including on site material and appropriate web-based sites
- Other allowable services as identified under WP

Building upon these strategies, ESWC continues successful coordination with the Division of UI to assist claimants through the Reemployment Services and Eligibility Assessment (RESEA) program. This service has similar results in assisting clients from the start with the goal of assisting them in finding employment on an expedited basis. Recently, the UI chat function became available in the Greeley office which allows UI clients to video-chat on line with UI representatives concerning questions about their claim.

***e. Provide a description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134(a)(2)(A);***

ESWC provides Rapid Response workshops for affected employers and workers, immediately after the State (or Workforce Center) is notified either by WARN Notice or by other means, of a current or projected permanent closure or mass layoff; or a dislocation because of a disaster. The Rapid Response team for ESWC includes a representative from the Business Services unit and case managers from the WIOA Adult Programs that serve Dislocated Workers and Trade Adjustment Assistance (TAA) customers. The case managers speak to services available to Dislocated Workers as well as to those services available to any potential trade affected workers. The BSU representative is determined by the sector industry of which the affected employer is a part. ESWC has the technology and capability to deploy the Rapid Response team to any part of the County at any time that is convenient for the employer and the affected workers, and the Rapid Response workshop is available in both English and Spanish to best accommodate the needs of the employer and the affected workers.

Immediate and on-site contact with the employer, representatives of the affected workers, and the local community, may include an assessment of the:

- i. Layoff plans and schedule of the employer;
- ii. Potential for averting the layoff(s) in consultation with Upstate Economic Development or the State economic development agencies, including private sector economic development entities;
- iii. Background and probable assistance needs of the affected workers;
- iv. Reemployment prospects for workers in the local community;
- v. Available resources to meet the short and long-term assistance needs of the affected workers.
- vi. The State Rapid Response Unit is informed of any layoffs in Weld County and provides packets of information that are provided to affected workers during workshops.

Since the original 2016-2020 plan was written, ESWC has undertaken an innovative approach to the co-location of some front-line staff. Through a pilot project, a WIOA Adult Case Manager is

working directly with Business Services. This work is entirely focused on joint Business Engagement activities alongside Business Services staff. These activities relate to growth of WBL options - a strategy recognized in Rapid Response Layoff Aversion.

An additional Pilot Project was undertaken in 2017, the Non-Custodial Parent (NCP) Engagement Project. A Child Support Technician is now co-located at ESWC to better engage the NCP in services provided through ESWC. As was mentioned, co-location of staff from multiple units are Pilot Projects, as such, it will be analyzed to determine the effectiveness of carrying forward the initiatives into each program year.

**8. Provide a description of the replicated cooperative agreements (as defined in section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;**

As a region, Weld has had a longstanding commitment to serving those with barriers including those with disabilities and ESWC has developed and maintained both facility and program accessibility to career services. School district's SWAP programs and DVR participate on WCWDB standing committees and staff members from DVR, SWAP and ESWC cross train with one another. Additionally, Business Services sends the list of open jobs weekly to DVR, school districts and community agencies such as SER Jobs for Progress so they can review and make referrals to employment or use the list as a discussion for careers.

A survey from the Department of Labor regarding the accessibility of our workforce center, its programs and services for people with disabilities, was completed in June 2017. The survey was a great opportunity for self-assessment and analysis to determine, as a center, if we are both accessible with programs and services. Staff of ESWC are trained in working with those with Disabilities through the use of the ADA endorsed site [www.wiawebcourse.org](http://www.wiawebcourse.org) and are aware of Section 188 Implementation of the Nondiscrimination and Equal Opportunity Provisions and Access for All; a resource manual for meeting the needs of one-stop customers with disabilities.

**9. If determined appropriate by the planning region, describe the coordination of transportation and other supportive services or discuss why these are not appropriate for the planning region at this time.**

As a region, the most obvious need for future investment in Weld County is the long-term investment in the road and bridge infrastructure. The Weld County Region encompasses 3,987 square miles. Due to physical constraints alone, transportation and supportive services are an essential part of assistance. According to the 2017 American Community Survey 5-Year Estimates, there is a total of 136,019 workers

16 years and over utilizing a car, truck or van as their means of transportation to work. Public transportation (excluding taxicab) totaled **1,029** while Taxicab, Motorcycle, Bicycle, Walking.

A transportation plan has been created and looks at the condition of the current transportation system and uses County land use forecasts and regional travel demand models to outline a plan that will develop and maintain a safe and efficient long-term roadway network in Weld County. The plan strives to improve the movement of people and goods to all Weld County communities by enhancing regional arterial roadways. Current highway access for the region includes I-25 and State Highway 85 for North/South demand, with I-76, State Highway 34 and State Highway 14 catering to the East/West demand. General Aviation access can be found in the region at the Greeley/Weld County Airport as well as the Erie Municipal Airport. Freight Rail Access is demonstrated in the map that follows:



**10. If determined appropriate by the planning region, describe how administrative cost arrangements have been coordinated, including the pooling of funds for administrative costs or discuss why these are not appropriate for the planning region at this time.**

Weld County is the only County in the Upstate Region and as a result, the pooling of funds for administrative costs is not necessary. However, the Department of Human Services has a cost allocation plan which allocates costs based on time charged by staff. As one of the five divisions in the Department, ESWC staff primarily charge to programs related to employment grants. Approximately 50% of the staff charge to TANF, EF Food Stamps, AmeriCorps, Community Service Block Grant, and Child Welfare programs. Indirect costs such as rent, phone lines and administrative cost pool costs are then reimbursed by the percent of staff time spent in the respective grants. Therefore, all grant programs effectively support the one-stop center.

**11. *The establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning region.***

Since the local area is also the Planning Region (Weld), there isn't a level of consensus needed as there is in other Planning Regions. The process for agreement with the Governor regarding performance accountability measures was the same in Program Year 16 as they were for WIA. As additional guidance has been received from the US Department of Labor, the Colorado Workforce Development Council (CWDC), and the Colorado Department of Labor and Employment (CDLE) regarding the use of the performance adjustment model and how it will apply to the Weld County Region, ESWC and the WCWDB negotiated standards as specified by the Council and CDLE.

**12. *Provide a description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.***

ESWC currently operates a number of the programs identified as partner programs in WIOA, including the Workforce Innovation and Opportunity Act Title I Adult, Dislocated Worker, and Youth Programs, the Title III Wagner-Peyser Act (WP), TAA, the Migrant and Seasonal Farm Worker program (MSFW), and provides functional supervision to the Disabled Veteran Outreach Program (DVOP) staff under the Jobs for Veterans State Grant (JVSF). All program individuals are registered in Connecting Colorado and as such, basic information is not duplicated. As additional coordination between major program systems such as the Colorado Benefits Management System (CBMS) and Connecting Colorado take place, the ability to have a more technology enabled intake and case management system should become more available. As additional agreements between the WIOA Core Partners take place, particularly at the state level, additional means to cross share information will take place. Currently, job openings are shared with partner agencies via email and as interagency agreements and Memorandum of Understanding (MOU) are developed at the state level, partners may be able to access Connecting Colorado directly.

For TANF and EF, there have been some minor strides towards CBMS and Connecting Colorado to work together. This continues to be a work in progress at the State level. The TANF program is using newly developed spreadsheets to oversee caseloads and increase required numbers such as the Workforce Participation Rate (WPR) for TANF. While WPR numbers have increased steadily in 2016 and 2017. TANF and EF case managers have renewed focus on areas of employment for clients and numbers will steadily increase.

**13. *Briefly describe the activities and steps taken to develop this regional plan.***

After the passage of the Workforce Innovation and Opportunity Act of 2014, and the issuance of the Notice of Proposed Rulemaking (NPRM), information regarding the regional and local plan development was discussed with the BOCC and the WCWDB. As additional guidance and clarification from the US Department of Labor, the Colorado Workforce Development Council, and the Colorado

Department of Labor emerged, the Weld County regional plan was developed after an analysis of local data was undertaken. With discussion at the managerial level of ESWC, the WCWDB members, and workforce partner programs, the thoughts were formulated into a plan.

The WCWDB worked on the development of this Region/Local Area Plan on several occasions in open Board meetings and was able to obtain input from workforce system partners, community agencies, and employers. After an analysis of local labor market data was compiled and reviewed, the Board identified and approved the targeted industry sectors. In March 2016 the Board developed a meeting devoted specifically towards partner agencies to obtain additional input and review and develop the Core Partner MOUs regarding the operation of the workforce system.

The Board's standing Youth Committee also discussed the contents of the plan on several occasions and developed and approved the Request for Proposals concerning the provision of the required youth elements. Additionally, the Committee identified career pathways as being a priority and a collaborative partner task force was developed to address the gap in educational services for individual literacy gaps between the 6<sup>th</sup> and 9<sup>th</sup> grade levels.

The 2016 plan, after input from the Board, Youth Committee, and the partners, this plan was then made available for public comment for a period of 30 days by posting it on the County website at <http://www.co.weld.co.us/apps/legalNotices/>. After the 30-day review period and the incorporation of relevant comments received, the plan was approved by the Weld County BOCC and submitted prior to the May 2, 2016 deadline. The 2018 plan modification was made available for public comment for a period of 30 days by posting on the County website. No comments were received during or after the comment period. The plan modification was submitted to CDLE on May 15, 2018. The Weld County BOCC approved the modified plan on December 5, 2018. As there are no significant changes to the 2019 plan modification, a public comment period is not required. The modified plan will be approved by the Weld County BOCC and submitted prior to the June 3, 2019 deadline.

**14. Describe the process used by the local boards in this planning region 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 plan prior to its submission.**

Notice of the Plan availability for review was provided to WCWDB members, Chambers, economic development community partners, school districts, youth serving agencies and employers in the identified sector initiatives (both locally and regionally) for the 2016 plan.

As mentioned in item 13, employers and labor representatives on the WCWDB had input opportunity. Following that support, the plan was made available to the public, and comments were solicited, by posting it on <http://www.co.weld.co.us/apps/legalNotices/>. After the 30 day deadline for commentary and with Commissioner approval, the plan was submitted.

The 2018 plan modification was made available for public comment for a period of 30 days by posting on the County website in May 2018. The notice for public comment was also printed in The Greeley Tribute. No comments were received.

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

The Colorado Workforce Development Council Continuous Improvement Management System (CIMS) questions are incorporated into the local area plan below. Quarterly reports will be required that highlight the specific questions that will impact performance incentives. The quarterly report will be reviewed by the CDLE Regional Liaisons and Program Monitors, plus the Colorado Workforce Development Council. Additional guidance regarding performance incentives and quarterly reporting will be provided in a separate PGL.

***Note: In the event that a single local area also comprises a regional planning area, questions 1-3 can be eliminated from the local plan because they duplicate questions in the regional plan.***

***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.***

The WCWDB has a long-established history of focusing workforce development activities and services, including training and education activities, towards the existing in-demand and emerging industry sectors in Weld County. As a designated local area, Weld County will continue to focus workforce development activities and efforts on meeting the needs of the identified in-demand industry sectors as identified in the Regional portion of this plan. The Workforce Board has and will continue to focus efforts on convening sector targeted work groups that result in coordinated initiatives between partners that are designed to meet the identified needs of the in-demand sector employers.

As an example, through the WIRED Initiative, the WCWDB and ESWC worked with Aims Community College to develop two Multi Industry Systems Technician (MIST) certificates based on the needs identified by manufacturing/advanced manufacturing industry employers. Due to the success of the MIST program and through continued input by manufacturing sector employers, the program was eventually expanded to four certificates and an available AAS degree. The program has continued to be modified based on input from manufacturing sector employers, as well as input from the WCWDB, and has since been renamed to Industrial Technology program. These certificates and degree options are a viable training option for the manufacturing/advanced manufacturing sector. Links with efforts taking place under the Colorado Blue Print and the Colorado Advanced Manufacturing Alliance (CAMA) continue.

As a member of the COETC TAA grant that provided resources to support the education/training, Aims Community College utilized the foundations of the Industrial Technology program developed under the WIRED initiative, along with input provided by the WCWDB's Oil and Gas Task Force (which included employer representatives from many of the County's oil and gas industry sector employers), to develop certificate and degree programs for careers in the oil and gas sector. Both sector focused programs provide additional options for unemployed and incumbent workers to gain skills, as well as certificates, for these targeted industry sectors. Aims Community College, in partnership with ESWC, has intentionally designed certificates to be stackable thereby increasing the value and opportunity to apply gained skills and knowledge within various sectors.

Through the H1-B training grant, the WCWDB identified the funds would be utilized to enhance the higher-level training options and needs primarily for employers in the Sustainable Manufacturing Sector. Funds were used to increase the higher-level skills needs of the incumbent workers in high-demand occupations for the targeted industry sector employers. Upstate Colorado Economic Development was identified as the convener for this Sector initiative to facilitate the connection of employers needs with training providers. The training and subsequent certifications provided information on the needs of this industry sector and an identification of the various skill needs and training options for both incumbent workers as well as the long-term unemployed to assist them in acquiring the requisite skills for high skill, high demand occupations.

The WCWDB and ESWC have continued to work on meeting the health sector needs in the local area since the development of the collaborative efforts with partners for the Gee Whiz Health Camps, the development of a Nuclear Radiological Technician Certificate, and the collaboration to expand entry level health worker training available in the early 2000's. Since that time the Board has continued to be active in working with a variety of partners to develop activities and services meet the health and wellness sector needs.

The Youth Committee and ESWC staff connected with the Aims Surgical Technology program advisors and were informed of the current nationwide labor shortage in Sterile Processing Departments with limited talent pipelines of individuals to meet future needs in this high demand occupation. In collaboration with Aims Community College, the Youth Committee and ESWC staff members coordinated and supported the creation of a Sterile Processing Technician certification, which is not currently available in Colorado, under STEM Career Pathway funding. By creating the first Sterile Processing Certification program in Colorado the WCWDB, our partners, and the Board's Standing Committees have taken a lead in the development of activities and services to meet the needs of the health and wellness industry sector employers not only in the local region but in the state as well.

Aims Community College, the University of Northern Colorado, and IBMC represent the primary post-secondary educational institutions in Weld County. Fort Morgan and Front Range community colleges as well as CSU and CU provide required support for additional educational opportunities. Various workforce development activities and sector initiatives have identified additional proprietary schools and other training options available, including on-line training that can meet the needs for employers, incumbent workers, and job seekers. ESWC utilizes these institutions to train clientele whose interest include, but are not limited to, truck driving, healthcare, manufacturing/industrial technology, information technology, welding, animal care, administrative assistance and GED preparation. Training dollars are spent only in areas identified as an in-demand or growing industry sectors.

A strategy which has garnered increased emphasis is the continued expansion of outreach to South County. The Resource Room is staffed by an Instructor on a Weekly Basis and Case Managers availability has also increased. Support to employers has increased through additional South County Job Fairs and Hiring Events. This strategy of increased South County engagement has been so successful that the focus on South County has indeed proved to be an effective strategy. Not only are current discussions regarding securing case managers in South County on a consistent basis, the Assessment and Learning Lab Instructor has increased availability by staffing the Lab twice weekly. The growth in South County clientele warranted the increase in staffing.



**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 WCWDB has revitalized its three committees since 2016. The committees have changed to the Awareness Committee, the Partners Committee, and the Youth Committee. These changes echo the desire of the board to better reflect the community and engage its members. Additionally, a mandatory Board Orientation for Board Members was developed and implemented during PY17. This action ensures the knowledge level of the board members is appropriate for the decisions on actions which are brought before the board.

As indicated in its 2017-2019 Strategic Plan, the WCWDB Envisions:

- To direct the efforts of ESWC to operate an innovative, adaptive, and customer-driven workforce system which ensures:
- Customer services are based upon individual needs and choices;
- Services provided are competitive and valuable;
- Outcomes are measurable, and results orientated;
- Responsiveness to changing labor market conditions, customer profiles, and program regulations; and
- Services are fiscally responsible.

***The Weld County WDB realizes the following opportunities and challenges:***

**Goal #1: Regional Advocacy**

The WCWDB understands the importance of a workforce which is trained, engaged, and productive. Board members are kept apprised of current needs among employers. As such, a goal of the WCWDB is for board members to use the position they must advocate both on the Board and in the community for those Regional workforce needs.

**Goal #2: Labor Market Information**

The WCWDB understands the importance of providing current Labor Market Information to employers, prospective employers, the community at large, and to job seekers. A WCWDB goal, is to provide timely LMI to economic developers and employers in order to help them envision current economic information and trends. In conjunction with assisting the business community, the Board promotes providing job seekers with labor market information by making it readily available on the ESWC website.

**Goal #3: Engagement**

The WCWDB understands the importance of Sector Partnerships as a tool for collaboration among employers and public partners. To this end, the WCWDB supports the goal of ESWC to extend staff



resources in engaging in the primary, active Sector Partnerships in Northern Colorado (Healthcare and Manufacturing). The board also supports engaging in discussions in emerging and developing partnerships.

#### ***Goal #4: Workforce Data***

The WCWDB understands that in order to measure effectiveness, the Board will hold ESWC accountable for reporting on program outcomes. The goal of the Board is to fully review workforce data which is presented in the Dashboard report. The Dashboard is prepared for, and presented quarterly to, the board. By reviewing the information, meaningful guidance may be given by the Board to the WFC on any areas which need improvement.

#### ***Goal #5: Convening General & Committee Meetings***

The WCWDB understands that in order to achieve efficiency in running the board, committees are necessary to work on specific oversight areas. The goal of the board is to utilize member's talents and experience by engaging them in committees in relation to the area in which they are subject matter experts. The three committees are Awareness, Partners and Youth. Each of these committees deal with different facets of workforce development; however, each have a specific area of focus which is detailed in Attachment A.

#### ***Goal #6: Board Structure***

The WCWDB understands that the functions and responsibilities of the Board will evolve over time. The Bylaws will be reviewed and if necessary updated to include language regarding Vice Chair, Development of an Executive Committee and Expanded Voting to include Proxy Voting.

#### ***Goal #7: Selection of Operators and Provider***

The WCWDB, in agreement with the chief elected officials, shall select one-stop operators through a competitive procurement process, identify eligible providers of youth workforce development, training and career services. Incorporated into the process will be the Colorado Workforce Development Council (CWDC) established Continuous Improvement Management System (CIMS).

#### ***Goal #8: Budget***

The WCWDB understands that to deliver services efficiently the budget needs to be consistent with not only the local plan but that of the CWDC as well. A dashboard will be monitored and the board may solicit and accept grants and donations from sources other than Federal funds made available under WIOA when necessary.

To implement these efforts, the Board has developed the following standing committees:

ESWC WCWDB, Awareness Committee

- Board Recruitment
- Continued Sector Awareness and Engagement Amongst Employers
- Expand Partnerships with the Private Industry

- Promote Economic Development
- Training and Retraining Dislocated Workers
- Workforce Center Branding and Consistency

#### ESWC WCWDB, Partners Committee

- Difficulties Facing Senior Employment
- Establish and Maintain Memorandums of Understanding
- Expansion of Sector Partnerships and Higher Education
- Present Applications and Agreements to Promote Alignment with the Local Plan
- Supporting and Streamlining Refugee Connections
- Training and Retraining Dislocated Workers
- Under Employed Population
- Veteran's Opportunities and Obstacles

#### ESWC WCWDB, Youth Committee

- Build and/or Maintain Comprehensive Partnerships, Identifying Needs and Gaps
- Align the delivery of youth services available in Weld County to maximize funds
- Coordinate and Focus on Business Needs to Create a Talent-Based, Skilled Workforce
- Development of WBL to include Apprenticeships, Career Pathways, Entrepreneurships and Work Experience
- Pursue Opportunities to Diversify Funding Streams

**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. Specifically:***

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

The Business Services Unit (BSU) engages employers by sending industry specific information through email updates entitled "Did You Know..." This method of outreach is done on a quarterly basis. Additionally, the Business Services Manager (BSM) participates with the Erie Economic Council and can engage with employers through this forum; this Council meets quarterly. The BSM also facilitated the Leadership Team of the Sector Partnership National Emergency Grant (SP NEG) and coordinates annual Regional Industry Discussions.

These methods have been continued except for the Leadership Team for the SP NEG. With the grant ending, the Leadership Team was dissolved. Additionally, annual proclamations have been established for National Apprenticeship Week (in November) and Workforce Development Month (in September). Both events include opportunities for employer engagement through hosting employer Open Houses.

ESWC has excellent representation throughout Weld County through its involvement in numerous Chambers. Although Weld County is vast geographically, staff attend meetings at Chambers in every area of the County! Meetings at the following chambers of commerce are attended on a routine basis: Erie Chamber, Evans Chamber, Carbon Valley Chamber, Fort Lupton Chamber, Johnstown/Milliken Chamber, and the Southeast Weld County Chamber.

Connections have also been established with numerous economic developers for individual towns and communities; as well as with Upstate Colorado which is the leading Economic Development agency in Northern Colorado. Another way in which ESWC serves the public and increases connectivity with public partners is through participation with numerous Advisory Committees for Aims Community College. A newly formed Public Partners Committee has been identified. During the Sector Academy held in November 2015, it was determined that there was a need for Public Partners in Northern CO to have one unified, singular voice. This call to action resulted in the formation of a Public Partners Collaboration which held the first meeting in the Spring of 2016. The goal of the group is to find a way to work together cohesively as partners and not inundate employers with numerous, repetitious requests by multiple public partners. The group is in formative stages; however, has developed the Mission Statement which follows: *Provide a collaborative and coordinated group of public partners that Sector Industry Partners can work with to meet their workforce and training needs/challenges.* In May 2019 the Weld County BOCC signed onto the regional economic-development memorandum of understanding between Larimer and Weld counties. The public partners collaboration is now known as the Northern Colorado Regional Economic Partnership.

ESWC has found that through these connections and relationships, we are able to stay on the pulse of the business community employment needs. These successful strategies will continue under the new plan.

Additionally, the Weld WORKS and Weld Workforce Collaborative (discussed above in Section 7a) are excellent examples of Weld's innovative approaches to Business Engagement.

On-going work except for the Weld Workforce Collaborative which was disbanded as the work was found to be duplicative. The already established efforts of the work handled by the Awareness Committee remained on-going and intact. .

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

The Business Services Team (representing the Weld County Workforce efforts) has facilitated sector partnerships for a number of years. The statewide business services team inception has strengthened efforts to encourage business participation. Business Services Representatives (BSR) will continue to participate on the sub-teams of professional development, tool box development, the Connecting Colorado and state marketing workgroups. Management staff has participated in the development of the goals and objectives for the initiatives discussed in each group. A planned objective is to continue with the statewide business services team and volunteer or develop professional and marketing tools.

The Business Services team uses the sector approach to engage employers in meaningful discussion regarding their current and future needs. BSR's keep employers informed of various initiatives and opportunities designed to improve, or increase, the pipeline for future workforce needs; the availability of services or resources for the sustainability or improvement of their current workforce; and/or opportunities for the employer to partner with education entities to inform students of the various career pathways in their specific industry sector. The WCWDB developed a marketing campaign to encourage more sector involvement and ESWC has distributed "Did You Know..." emails in the Manufacturing,

Healthcare, and Oil and Gas Sectors; as well as a cross sector version. A planned objective is to generate a “Did You Know...” for at least one sector on a quarterly basis.

The team participates on regional sectors in healthcare and advanced manufacturing. The local sector initiatives include partnering with healthcare providers, school districts and Aims Community College to integrate career pathways with the sector strategies. Joint support with the regional sector group has moved initiatives into better strategic plans and has helped facilitate opportunities on a regional basis in healthcare and manufacturing.

The Business Services Team will facilitate the Open Houses, the Regional Advisory Discussion, and the Weld Workforce Collaborative. Business Services is an avid participant in Weld WORKS.

As mentioned above, it was realized that the Weld Workforce Collaborative was duplicative of work done in another committee and has since disbanded.

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

WCWDB members are always kept abreast of local initiatives and members are strongly encouraged to help “spread the word” to other members of the business community regarding programs available through ESWC. Additionally, the WCWDB and the Youth Committee have identified the key sector partnerships as mentioned previously and are involved through task forces specific to initiatives and/or the measurement of the progress and the results of services and initiatives. The NoCo Health Sector hosts an annual Northern Colorado Health Care in Your Future Summit (2015-2019). The NOCO Manufacturing partnership conducts routine tours of manufacturing plants by students hosted by the manufacturing partnerships. Measurable outcomes will be to develop and report on results through a best practices submission and quarterly report to the CWDC.

The WCWDB members, along with the Awareness and Youth Committee members, are informed of upcoming events, encouraged to participate as well as help promote the event.

**d. *How will sector partnerships be utilized for this purpose?***

Involvement in the sector partnerships allows for connections to be made with local employers. It is through these connections that information can be shared about Weld County initiatives. The WCWDB identified two regional partnerships (Health Care and Advanced Manufacturing), as well as local sector partnerships focusing on: manufacturing; energy (with an emphasis on the oil and gas industry and the supply chain); health care; transportation and logistics (Adams County is a partner in this effort); and administrative support (with an emphasis on call center and back office support for all industries). These industry sectors are areas of emphasis for not only the Business Services representatives, but also the other programs and services offered within ESWC. Employment Services will utilize the Sector Partnership and Career Pathway tools available through, and in partnership with, the Colorado Workforce Development Council (CWDC) as appropriate. Staff currently participate in the Sector Summits hosted by the CWDC and are committed to involvement in career pathways efforts as they are developed. ESWC will also continue to participate on the statewide peer networking calls.

Information is shared at the sector partnership meetings and subcommittee meetings and ESWC staff participation is on-going.

**e. What are your objectives and goals for these activities?**

It is the goal of ESWC to be responsive to the needs (both stated and unstated) of Weld County employers; to be inclusive of both small and large employer needs; and to actively promote development of a stronger workforce in in-demand industries.

ESWC's objective with the Sector Partnership activities is to support the needs of the employers representing identified sectors. Next, the objectives with the other activities is to establish an awareness about the options in WBL available to employers. Additionally, another goal is to increase the number of opportunities available in WBL through local employers for Weld County residents.

**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:**

**a. Work-Based Learning Programs: Explain how you will utilize and promote incumbent worker training programs, on-the-job training programs, customized training programs, internships, or other activities for PY16.**

**Youth:** ESWC will continue to provide WIOA Youth with opportunities to participate on a paid work experience/limited internship or On the Job Training placement. At least 20% of WIOA Youth funds will be spent on these areas. WIOA Youth will continue to be provided with career pathway opportunities, to include apprenticeship exploration. At the inception of WIOA, ESWC facilitated apprenticeship tours in the Denver Metro area in partnership with the Colorado Sheet Metal Workers Joint Apprenticeship and Training Institute, participated in the annual Colorado Construction Career Days and coordinated a Healthcare Boot Camp. Each of these initiatives were aligned with WBL opportunities. Activities such as these will continue and avenues for expansion will be explored.

The Business Services Team will support the WIOA Youth team in the development of work experiences and internships. In the manufacturing partnership, ESWC is a vital part of the 'Manufacturing Rocks' committee's work which resulted in tours of manufacturing plants within Larimer and Weld counties. The goal of these tours is to generate interest in the industry, as a whole, and to educate the student population, and school district staff, on the career paths necessary to work in the industry.

In addition, ESWC supports WBL through a variety of avenues, leveraging funds and increasing the total number of youths served by ESWC. Additional initiatives include facilitating Corps based models, including AmeriCorps grant funding. The Weld County Youth Corps is a proven strategy for engaging young people in service to their communities and stewardship of their environment while cultivating valuable skills to meet the challenges of the 21st century. Youth Corps participants earn a living stipend and also gain technical training and work experience. Youth Corps participants improve Colorado's public lands, conserve natural resources and

help underserved populations while building bright futures for themselves. In collaboration with the Colorado Youth Corps Association (CYCA), the Weld County Youth Conservation Corps creates collaborative and innovative partnerships across the County and eastern plains.

Built upon the foundation of a Youth Corps model, the TIGHT (Teamwork, Innovation, Growth, Hope and Training) program provides critical services for hard to serve, out of school youth with significant barriers to employment. TIGHT is fully funded by the Department of Human Services of Weld County through CORE service and TANF funding. TIGHT was developed to delay or eliminate out of home placement for youth involved with DHS. The TIGHT Youth Corps addresses this community need providing youth with opportunities to increase basic skills, while simultaneously gaining invaluable entry level employment skills to include the soft skills employers' desire.

The Weld County Commissioners are supportive of activities to enhance Youth Entrepreneurship and as an engaged member of the WCWDB, conversations to expand in this area are facilitated. The Youth Standing Committee will explore the development of a structured program, in partnership with the Small Business Administration and the University of Northern Colorado's Monfort School of Business which will serve both youth and adults. As an update, this exploration did not take place.

**Adult/DW:** Business Services is collaboratively engaged with the development of On-the-Job Training (OJT) opportunities for all WIOA related programs. Business Services along with the entire team of ESWC is committed to generating OJT placements throughout Weld County.

The TANF and EF programs have WBL experience opportunities for their customers. CWEP is a community work experience program and AWEF is an alternative work experience program. Work supplementation provides wage supplementation in addition to benefits. EF has a work-fare program which assists customers in WBL while meeting program requirements of being involved in an activity in exchange for their food benefits.

The Business Services team hosted two open houses inviting employers to explore Registered Apprenticeships (and other forms of WBL). The events were held in Greeley and South County during National Apprenticeship Week. The Weld County BOCC proclaimed it National Apprenticeship Week in Weld County and voiced that they would like it to be an annual event.

The WCWDB continues to support National Apprenticeship Week by requesting that the Weld County BOCC proclaim a National Apprentice Ship week alongside U.S. DOL for the past three years (2016-2018) and has plans to do so for 2019.

In addition to Weld Works for Youth, (the 2Gen TANF Employment Program mentioned above), ESWC launched, in February of 2018, the Colorado Works Subsidized Training and Employment Program (STEP). This is a collaborative effort between the Colorado Department of Human Services (CDHS) and the CDLE that is working to provide WBL opportunities for TANF recipients in Weld County. Employers are targeted to provide WBL opportunities to build experience, expand employment skills and create opportunities for participants to gain permanent employment. Additionally, STEP focuses on recruiting small, local businesses to help with the growth of our community.

The WBL meetings expanded to include a WBL Leadership Team. This team consists of frontline staff from each unit who jointly decide upon the direction and agenda of the WBL monthly meetings. These meetings, which include representation from each unit within ESWC,

provide an opportunity for staff to share about the challenges and successes each are facing. This venue also provides an opportunity to discuss the needs of specific program participants increasing the opportunity to develop strategies to meet individual needs.

**Transitional Jobs:** At this time, Weld County does not plan to utilize transitional jobs. If in the future this changes a modification will be completed.

**Incumbent Worker Training:** At this time Weld County does not plan to set aside funds for incumbent worker training. If needed during PY16 through PY20, a modification will be completed.

Unless otherwise noted as measurable outcomes, additional outcomes for WBL will include best practices submissions or results/progress in the CWDC report.

- b. 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 measurable outcomes.**

The ESWC Business Services Unit uses the connections made at the NOCO Manufacturing Sector Partnerships to promote Career Pathways within Manufacturing. It is an objective of the partnership to interest students in manufacturing careers. Business Services is engaged in the Manufacturing Rocks committee of the NOCO Manufacturing Partnership. The Business Services Team helps to facilitate local Weld County Manufacturing tours for public partners and for students. Business Services will analyze the feasibility of facilitating a Parents Night with a local employer. As an update, a representative from Business Services has participated in two annual Parents Night events through the partnership. These events have taken place in Larimer County. Plans to duplicate this event in Weld Count are ongoing.

Within the NOCO Health Sector Partnership an objective is to hold an annual Healthcare Job Fair. The Business Services Team continues to support the healthcare industry in Weld County and regionally. ESWC hosts an industry specific (healthcare) On-Site Job Fair as well as assist the Partnership with the planning of a regional job fair. The job fairs reach those within the Sector Partnership and are a way of encouraging participation to those companies not currently engaged in the Partnership. Examples during PY16 include a Healthcare Hiring Event for Banner Health on 02/01/17; the "Healthcare in Your Future" regional job fair on 04/05/17; six employee orientations for Ashley Manor held between July 2016 and January 2017; and the planning of a PY17 "Healthcare in Your Future" regional Job Fair. These types of activities in support of the Healthcare Industry are expected to be supported into future years. BSU will also assist with the Health Care in Your Future for the Health Sector Partnership. ESWC continues to promote the Healthcare industry through its involvement in the Sector Partnership. Healthcare specific job fairs and hiring events have occurred; as well as a "Get into the Guts" tour for those exploring the healthcare field.

- c. 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. Note: For Sector Partnership Definitions, please visit: <http://www.sectorssummit.com/colorado-sector-partnerships-map/>***

There are two active regional Sector Partnerships in Weld County, the NOCO Manufacturing Partnership and the Northern Colorado Health Sector Partnership. It is a goal of ESWC to continue to have management representation at the full partners meetings and to have front line staff representation at the subcommittee level.

The local sector and NEG sectors for manufacturing and transportation are discussed elsewhere in this plan.

As mentioned previously, Northern Colorado is represented by two active Sector Partnerships: NOCO Manufacturing and the Northern Colorado Health Sector Partnership. In April 2019, a discussion was held with CWDC to determine if an additional Sector Partnership was warranted. It is likely that a Retail Sector Partnership will result due to the available funding (Walmart Foundation).

- d. 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.***

During PY16, the Business Services Team provided the public with up to date information on the top industries within Weld County. To that end, the Business Services Team generates and post quarterly Industry Overview Updates to the ESWC website. This information is also shared with the WCWDB to determine if the ESWC training focus needs any adjustments. Not only does this provide the public current local industry information, it provides a means of comparison from one quarter to the next. This information can then be analyzed to determine whether development of additional Sectors is warranted and used to promote career pathways. Additionally, ESWC has representation on multiple Advisory Committees at Aims Community College. This involvement will continue as it helps to identify changes in career pathways. A focus on stackable certificates, from Aims Community College, will be used to help present short-term credential opportunities that then can lead to additional educational opportunities within the career. ESWC will also provide more extensive information to Bright Futures recipients so they are able to have a good understanding of the benefit of stackable credentials and particularly for those that align with the in-demand industry sectors in the Weld County region.

A good example of how ESWC utilizes information from Sector Partnerships is the development of a Medical Assisting Program at Aims Community College. This was a direct response to discussion with an employer who participates in the Northern Colorado Health Sector Partnership. The employer was able to work with a competing college to facilitate the training portion necessary for Registering an Apprenticeship but not the local Community



College. When this information was brought to Aim's attention, Aims was a willing partner to create a pathway for local students interested in studying in Weld County while moving forward with a Medical Assistant RA.

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);***

The Weld County Bright Futures program has been revitalized since its inception. Bright Futures is now under the leadership of Upstate Colorado. The program continues to provide an excellent path and financial assistance for Weld County High School Graduates, GED recipients, and Honorably Discharged US Veterans furthering their education or training. Financial changes create further sustainability for the program, benefiting future Weld County participants. Creating a diverse, well-educated workforce that will lead to good paying jobs and a stable economy in all workforce Sectors.

Because of the focus on providing services to individuals with barriers to employment, this program will allow ESWC to integrate this program in the options available to assist individuals to either start or continue in career pathways.

The TANF program and the EF programs are working with the rest of ESWC to increase numbers of stackable and portable certifications by co-enrollments with the WIOA program and referrals to local schools.

Through the programs offered at ESWC, the agency uses Leadership Teams as a method of engaging employers into discussions about the development of career pathways. A recent example of this is a Health Care employer asked ESWC if we were open to assisting with the development of a PeriOp program. This sort of collaborative dialogue is what fosters the creation of new and innovative career pathways which address gaps in the skills market.

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.***

ESWC has had long standing relationships with IRCNOCO, formally Right to Read, the predominant local Title II Adult Education and Literacy provider, and the regional office for DVR. The Director of IRCNOCO and the Regional Supervisor for DVR have been part of the WCWDB for years and as a result have been involved in the collaborative development of programs, services, initiatives, and business services activities to the benefit of the local community.

Right to Read and the Global Refugee Center merged to form the Immigrant and Refugee Center of Northern Colorado (IRCNOCO). This has enhanced services provided to the refugee population for both the WP and TANF programs in addition to services to WIOA customers in need of literacy services. IRCNOCO continues to be involved in the coordination of services to customers for hiring events, career events and job development for co-enrolled clients by targeting business engagement opportunities and expanding awareness of employment opportunities. The MOU outlines the roles and responsibilities of both ESWC and IRCNOCO regarding the provision of services and the alignment of resources to achieve the strategic goals.

Joint efforts between IRCNOCO, Aims Community College, and the ESWC Assessment and Learning Lab began in 2011. Collaboration has taken place on projects designed to identify and define what each partner organization provided in services and programs, the types of student needs that were addressed, and identify how collaborative efforts could have the most impact.

ESWC staff have ensured linkages between youth programs and the DVR SWAP programs available in local area schools and have previously been a part of the local Community Transitions Team, and the City of Greeley Commission on Disabilities. Assistive/Adaptive technology continues to be available in both the ESWC resource room and the Assessment and Learning Lab for customers in need of such devices and equipment. Additionally, DVR utilizes the Assessment and Learning Lab for a variety of assessments for their customers.

The Business Services Unit (BSU) of ESWC continue to coordinate services and events with and through the DVR regional Business Outreach Specialist (BOS). The coordination of services includes, but is not limited to, hiring events, career events and job development for co-enrolled clients by targeting business engagement opportunities and expanding awareness of employment opportunities for individuals with disabilities. The Memorandum of Understanding between the Board of Commissioners of Weld County on behalf of the Weld County Department of Human Services, Division of Employment Services outlines the roles and responsibilities of both ESWC and DVR regarding the provision of services and the alignment of resources to achieve the WCWDB's strategic goals. During 2018, the focus of a capstone project will be how ESWC can refine the outreach activities and referrals on which ESWC and DVR collaborate. As an update, ESWC continues to have a strong relationship with DVR. In January 2019, the Business Outreach Specialist, presented information on services available through DVR at ESWC in an Employer Workshop. The information was well received by local employers.

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

ESWC has extensive experience in serving UI claimants. In 2012-2013, processes were implemented under the Emergency Unemployment Compensation Program. A major component was the development of a UI eligibility assessment. With program requirements for extended benefits, UI claimants were required to participate in activities designed to increase employment searches and employability skills to find and obtain employment. Services for UI claimants have included:

- Assessments including basic skills, interest inventories, aptitude and attitudinal assessments
- Testing including the Work Readiness Certification

- One on one or group staff assistance regarding labor market and occupational information
- Interview and resume workshops and assistance
- Individualized job search assistance
- Referral services to training including WIOA funded training
- Resources are utilized to provide assistance with applications for Federal Pell Grants, including linkages with the educational opportunity center, community colleges and universities, on site material and appropriate web-based sites
- Other allowable services as identified under WP

Building upon these strategies, ESWC continues successful coordination with the Division of UI to assist claimants by implementing UI profiling strategies through programs known as LINKS to Re-employment and the Reemployment Services and Eligibility Assessment (RESEA) program. These services have assisted clients in finding employment on an expedited basis. ESWC also has identified staff that can assist UI claimants with basic questions regarding their claims as well as assist them in resetting passwords if needed.

**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;**

ESWC works closely with the Weld County Economic Development organization, Upstate Colorado. The ESWC Business Services Unit is routinely called upon by Upstate Colorado to assist with providing industry specific labor market information. They also request ESWC presence at meetings when prospective employers express interest to establish, or expand, their business in Weld County; this partnership is expected to continue. Additionally, ESWC will host quarterly employer workshops. These workshops include information necessary for small entrepreneurs such as CO Civil Rights and Child Labor Laws.

ESWC has intentionally expanded its reach through the Awareness Committee of the WCWDB and the Weld Workforce Collaborative. These Committees are made up of staff from Economic Development (ED), Chambers of Commerce, and municipalities. Some of the regular participants include staff from Evans ED, Windsor ED, Hudson ED, Upstate Colorado, City of Greeley, Greeley Chamber, and the Evans Chamber.

ESWC has an excellent reputation with the numerous Chambers of Commerce throughout Weld County. ESWC staff are called upon to provide presentations routinely at the Chambers. This sort of coordination among chambers, workforce, and employers utilizes the time of all attendees wisely while promoting ESWC activities.

As noted previously, ESWC continues to work closely with Chambers of Commerce in Weld County, the regional economic agency (Upstate Colorado), and numerous economic Developers for individual municipalities. Two economic developers attended a CWDC meeting with ESWC leadership.

**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.**

ESWC operates a number of the programs identified as partner programs including: Workforce Innovation and Opportunity Act Title I Adult, Dislocated Worker, and Youth Programs; the Title III WP; TAA; the Migrant and Seasonal Farm Worker program (MSFW); the work components for the TANF and the EF programs; AmeriCorps; the TIGHT Youth Corps funded by CORE Service and TANF funding; services funded by CSBG; targeted programs for UI; and provides functional supervision to the DVOP staff under JVSG.

As discussed in the Region Plan, Career Pathways initiatives are an active workforce development strategy in Weld County. Through the Workforce Board, the standing Youth Committee has been committed to Career Pathway initiatives and strives to align existing programs and services while expanding services with careful oversight to prevent duplication of services. Partner programs are represented on the Board, and the Director of IRCNOCO, is the chair for the Board's Youth Standing Committee.

**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.**

ESWC operates two comprehensive one-stop centers as follows:

- Main Location: 315 N 11 Avenue Bldg. B Greeley, CO 80631
- South County Location: 2950 9<sup>th</sup> Street Fort Lupton, CO 80621

Additionally, linkages and collaborative efforts with the High Plains library district and the associated Carbon Valley Library allow customers to be able to link electronically.

**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.**

ESWC currently operates the programs under Title I of WIOA; the Title III WP; TAA; MSFW; the work components for the TANF and the EF programs; and an AmeriCorps program; As previously indicated, ESWC has had long standing relationships with IRCNOCO, the predominant local Title II Adult Education and Literacy provider, and the regional office for DVR as well as with representatives from SER for the Senior Community Service Employment Program (SCSEP). The Director of IRCNOCO and the Regional Supervisor for DVR, and representatives from SER have been part of the WCWDB for more than 20 years and as a result have been involved in the collaborative development of programs, services, initiatives, and

business services activities to the benefit of the local community. Through the execution of the current Memorandums of Understanding, collaboration with partners will continue.

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

Contribution of resources for the programs operated by ESWC fall under the County's cost allocation plan which allocates costs based on time charged by staff. As one of the five divisions in the Department, ESWC staff primarily charge to programs related to employment grants. Approximately 50% of the staff charge to TANF, Employment First Food Stamps, AmeriCorps, Community Service Block Grant and Child Welfare. Indirect costs like rent, phone lines and administrative cost pool costs are then reimbursed by the percent of staff time spent in the respective grants. Therefore, all grant programs effectively support the one stop center.

Partner program contributions and roles are outlined in each partner's Memorandum of Understanding and typically consist of staff resources to assist shared customers, involvement in Business Services hiring events, shared training when appropriate, and staff resources to assist customers in accessing one stop services available in Connecting Colorado such as the review of open job listings.

**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 use of virtual job fair technology will be offered to businesses and job seekers in outlying locations. The information about the virtual job fair service will be included in the email campaign distribution of "Did You Know...".

Self-registration and referral through Connecting Colorado is available from anywhere in the County where there is internet access and the extensive resources available through the US Department of Labor and other sites are also able to be accessed. Additionally, many of the services and activities provided by the ESWC Assessment and Learning lab can be accessed via the internet from any location that provides that access.

**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.***

ESWC offers an on-site Assessment and Learning Lab. The lab offers the Workplace Readiness Credential, Behavioral Traits Assessments, Prove-its!, GED preparation and much more. Duplication among assessments is avoided by having constant communication among partners. For example, DVR routinely has clientele referred to the Lab; as does the Department of Corrections (through both Youth and Adult programs).

It is pertinent to note that the Workplace Readiness Credential was piloted in 2015 and out of the 7 County offices that participated, 75% of the assessments taken during the 6-month pilot emerged from Weld. This credentialing system covers critical soft skills many of our local employers have identified when assessing potential job candidates. The skills include: Attitude, Communication, Planning and Organizing, Critical Thinking, Interpersonal/Social Skills, Teamwork, Professionalism and Media Rules.

- 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***

ESWC has facility and program accessibility to career services. School district's SWAP programs and DVR participate on Workforce Development standing committees and staff members from DVR, SWAP and ESWC cross train with one another. Additionally, Business Services shares the list of open jobs weekly with DVR, school districts and community agencies such as SER Jobs for Progress so they can review and make referrals to employment or use the list as a discussion for careers.

A survey from the Department of Labor about the accessibility of our workforce center, its programs and services for people with disabilities was completed in **June 2017**. It was a great opportunity for self-assessment and analysis to determine as a center, if we are accessible with both programs and services. All staff is required to complete disability awareness online web training and are aware of Section 188 Implementation of the Nondiscrimination and Equal Opportunity Provisions and Access for All; a resource manual for meeting the needs of one-stop customers 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 WCWDB reviews performance of WIOA programs on a quarterly basis. As more of the WIOA performance measures are implemented across partner programs, the Board will also be provided that information.

Regarding the delivery of training services to customers, the Eligible Training Provider List is continuously updated and by utilizing a system of review and update, ESWC works to ensure that employer, worker and job seeker needs are being met. The WCWDB is able to provide input regarding the needs of employers and workers, and this information is then shared with providers of services to ensure services are structured to meet those needs.

- 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 services for customers identified as in need of such services, will be provided by the educational entities that are on the Eligible Training Provider List maintained by the state. Typically contracts for training will not be utilized and the funding for the training services will be made via a process for the Individual Training Account under the WIOA program. Training and training funds will be utilized only in areas identified as in-demand occupations or growth industry sectors. In the case of on-the-job training, associated opportunities are individualized with the final choice made between employer and employee which will include the individual training account. In order to ensure customer choice in training, clientele work with Case Managers in selection of providers from the ETPL.

- 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?***

In outreach to individuals with barriers to employment, Veterans and their eligible spouses receive priority of service. In addition to the priority given in all employment related services, ESWC is fortunate to house a DVOP on site to immediately address the triaged Veteran's needs. In addition, ESWC has a staff member represented on the CVEP Committee. The priority of service extends to BSU hosted events, such as hiring events and job fairs, where Veterans are granted early admittance to the event. ESWC has agreed to participate in the Veterans UCX Enhanced Job Contacts Pilot Initiative giving Veteran's "credit" for work done at ESWC. **As an update, all UI claimants now have the same job contacts available as the UCX pilot program.**

In 2015, ESWC began the Hire for Colorado – Governor's Long-Term Unemployed Initiative. Working collaboratively with the State, ESWC sped up the delivery of services to those unemployed for 26 weeks or more. Within the eligibility group, ESWC also targeted Veteran's, individuals age 50 and older; youth ages 18 to 24, ex-offenders/parolees and individuals with disabilities. Recruitment efforts to reach eligible job seekers include multiple methods such as targeted mailings to registered UI recipients, phone calls, job fairs etc.

- 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;***

ESWC has a long-standing history of collaborative partnerships and efforts with both Adult Education, Aims Community College and other education partners to increase training opportunities in the health care, energy, transportation, manufacturing, administration, information technology and other local demand occupational areas. Our educational partners are critical in the development of training to meet employer needs. ESWC Leadership has been asked to participate with Advisory Committees at Aims Community College in the following areas:

Manufacturing/Industrial, Construction, and Healthcare. Additionally, Aims has representation on the WCWDB and participated on the SP-NEG Leadership Team.

A number of school districts participate on the Youth Committees. Schools throughout Weld County are informed and invited to participate in career events and all schools have a designated ESWC case manager which includes intentioned outreach efforts to each school with a consistent ESWC staff member. Each school receives distribution of materials as appropriate in an effort to provide youth with opportunities to participate and connect with ESWC initiatives.

The standing Youth Committee has dedicated several agendas toward the strategic alignment of delivery of services, leveraging funds while avoiding duplication of services in an effort to maximize available resources to youth in Weld County. As a result, increased collaborative efforts with DVR / SWAP and area school districts have taken place. One example is SWAP Coordinators working in partnership with ESWC staff to identify appropriate worksite placement opportunities for youth with disabilities and the internship program for Greeley/Evans School District students. Initiatives, such as the internship program, provide meaningful WBL opportunities for in-school youth allowing ESWC to extend and dedicate resources to relevant WBL opportunities to out-of-school youth. The collaborative approach ensures WIOA continues to provide invaluable services and resources to out-of-school youth while supporting initiatives to also serve in-school youth through alternative funding sources.

**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.***

When a resident of Weld County finds they are unemployed or underemployed, there are a variety of services and training opportunities available to them through ESWC. Once identified a client is in need of, and appropriate for, enrollment into either WIOA Adult or Dislocated Worker program, they will begin with one on one intensive case management with a knowledgeable case manager. Case managers have been trained to utilize information gathered by assessments and interviews with the client to develop the best plan for the client to obtain sustainable employment as quickly as possible. This plan may include referrals to any number of in house or community resources to assist the client in overcoming any challenges they may have that prevent them from working at their full potential. These include, but are not limited to, IRCNOCO for ESL clients, Aims and the ESWC Assessment and Learning Lab for GED, EOC for scholarship information, DVR and North Range for physical and mental issues. The ESWC Registration Unit has developed free workshops for clients in need of assistance with their resume, interview skills, navigating job search as a current parolee, and/or on-line applications. Relationships are being established, and sometimes re-established, with other agencies that also offer job search services such as the local library system in an effort to eliminate any and all challenges presented by the client. Furthermore, the Business Service Unit has worked diligently with the case managers from all the programs, including EF and TANF, to create work sites and On the Job training opportunities.

If training is determined the best course of action, Weld County has a variety of training activities available to all residents seeking additional education to make them more employable. Training has occurred in such industries as health care, business administration, transportation, oil and



gas, renewable energy, and manufacturing to name a few. Clients have taken the opportunity to attend the University of Northern Colorado (UNC), Aims Community College and Front Range Community College to earn certificates, credentials and post-secondary degrees. There are also a number of vocational trainings that include three truck driving academies, computer skills training, and adult education at the local community colleges.

The resources available are strong and geared towards meeting the current needs of Weld County's prevalent industries; however, there is always room for improvement and Weld is already looking to the future. Through the Sector Partnership National Emergency Grant that targeted Dislocated Workers, strides were made by the Leadership Team to develop industry specific regional planning meetings for Transportation and to continue to strengthen the one for Manufacturing. In early Leadership Team meetings, that included representatives from both Manufacturing and Transportation companies as well as training facilities, employers were able to explain what skills they needed in potential employees and where the training facilities were not meeting those needs. Through this dialog, Aims Community College re-configured and enhanced the Advanced Industrial Credential that was first developed as the Multi Industry Systems Technician program (MIST) of 2008. Aims has also included several endorsement requirements for their Truck Driving School so their students can be more competitive in the workforce.

WIOA case managers have effectively used the myriad of adult and dislocated worker employment and training activities available to serve almost 500 job seekers each program year. Key people are being brought to the table to address current gaps in services or training as well as keeping an eye on future employment needs. Focus is being sharpened on the hard to serve populations and the tools needed to assist them in overcoming their unique obstacles are constantly being developed and refined.

**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.**

As a region, Weld has a commitment to serving individuals with barriers, including those with disabilities. ESWC has facility and program accessibility to career services and, school district's SWAP programs and DVR participate on Workforce Development standing committees and staff members from DVR, SWAP and ESWC cross train with one another.

Local SWAP and Transitional Teachers often bring students to ESWC for a facilitated workshop to assist youth with disabilities to enhance employment related skills. Workshop topics include, but are not limited to, Connecting Colorado, job search, completing job applications, interview skills and resume preparation. Youth also navigate public transportation system to attend the workshops further developing life skills to be utilized to increase their independence. ESWC's strong collaborative partnership with SWAP has led to successful work experience placements for youth with disabilities. ESWC provides the wages and Weld County provides Workers Compensation coverage while SWAP provides extensive individualized job coaching as necessary. Leveraging resources and aligning the delivery of services has proved to be successful and impactful to youth participants.

ESWC has historically engaged and targeted out-of-school youth in WIA and has continued to have this level of focus in WIOA. Through the WCWDB and the Youth Committee, disenfranchised out-of-school youth has been identified as a priority target youth group in an effort to help meet the needs of Weld County communities. ESWC has historically planned not less than 70% of funding being spent toward out-of-school youth and has exceeded that level of expenditures annually. This has consistently been achieved through extensive community partnerships to include, but not limited to, local Truancy Officers, 19<sup>th</sup> Judicial District, Platte Valley Youth Services Center, Senate Bill 94, Youth and Family Connections, Child Welfare, IRCNOCO, North Range Behavioral Health, Aims Community College – Academic Pathways and area alternative High School programs. With confidence, ESWC planned and met the 75% expenditure requirement for out-of-school youth and 20% WBL expenditures during the initial year of WIOA and will continue to meet the identified targeted goals in subsequent years

Since 1993, the Weld County Youth Conservation Corps (WCYCC) has continued to serve youth and young adults from ages 14-24 by providing youth with meaningful service opportunities in the realms of conservation (land, water, and energy) and community service. Projects include a broad spectrum from voluntary community service to contracted chainsaw work. WCYCC's programs have developed to incorporate environmental education, experiential learning, and service learning and values such as leadership and peer accountability. Based on the Civilian Conservation Corps model, WCYCC AmeriCorps members gain three to six months of full-time hands on WBL experiences in a variety of skills and receive employment preparation support, post-Corps placement assistance as well as an AmeriCorps educational award.

In addition to the provision of services to disenfranchised youth through WIOA Youth programs, ESWC continues to explore options for expanding services and alternatives for youth who are involved in the social services or juvenile justice systems through the use of the TIGHT Youth Corps model. TIGHT, facilitated under the WCYCC umbrella, was intentionally designed to meet a specific community need; to delay or eliminate the need for out of home placement. TIGHT members are provided team-based learning experiences, and opportunities for, developing job readiness skills such as communication, pro-social behaviors, leadership, and responsibility. Youth are simultaneously engaged with educational activities to promote a successful re-entry into a traditional or non-traditional school setting or toward the obtainment of a High School Equivalency (HSE/GED) credential.

**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.***

ESWC works with local education providers in support of the in-demand industries previously identified. The Executive Director of IRCNOCO is the WCWDB Youth Committee Chair and a general Board member, Community Educational Outreach attends as an associate member and a representative from Aims Community College is also a general member of the Board. The WCWDB has historically reviewed the Carl Perkins Plan prior to its submittal and has voted on its support.

With the passage of WIOA and the inclusion of application under Title II, the Board will utilize a similar approach in the review and approval of those plans.

**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.***

The WCWDB and ESWC have adopted a supportive services policy to ensure that services are provided on a consistent and equitable basis for those individuals who need such services to assist them in obtaining or retaining employment, or to participate in and complete career or training services and who are unable to obtain such services through other program means. The supportive services that may be provided are: transportation, child care/dependent care, job related medical expenses, special clothing, license costs, assistance to secure bonding, books and supplies for training and work tools.

**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.***

ESWC has been providing services under WP for nearly 40 years. During that period ESWC has assured services are coordinated with other programs, and that there is not a duplication of effort between programs.

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

The administrative entity for the disbursement of Title I and Title III funds in the Weld County area is the BOCC, and through the Weld County Department of Human Services.

**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.***

ESWC does not intend to award sub-grants or contracts for any activities carried out under this title. Weld County embarked upon a Request for Proposal (RFP) venture in August of 2015 meeting with local procurement specialists and other specialized program staff, such as Area Agency on Aging, to identify local processes and best practices. At the request of the Youth Committee and upon receiving guidance from Weld County's Purchasing Department and in partnership with Weld County Attorney's, the WCWDB moved forward with a Request for Proposal in January of 2016. The RFP was advertised in the Greeley Tribune, published in the Rocky Mountain E-Purchasing System, sent electronically to local partners such as Adult Education and Aims Community College, and was provided on more than one occasion to all Youth Committee and WCWDB members. Throughout this process, one internal RFP was submitted by ESWC's Assessment and Learning Lab. There were no external RFP's received therefore at the direction of the WCWDB and the Weld

County BOCC, it was determined ESWC was identified to be the eligible provider and will provide the required WIOA 14 youth elements. It's the explicit intent of Weld County to continue to meet the requirements of the law aligned in section 123, "the local board shall identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis (except as provided in section 123 (b)), based on the recommendations of the youth standing committee, if such a committee is established for the local area under the subsection (b)(4); and (ii) may terminate for cause the eligibility of such providers." The procurement process for Weld County is located at [www.co.weld.co.us](http://www.co.weld.co.us)

**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.**

The process for agreement with the Governor regarding performance accountability measures were the same in Program Year 16 as they were for WIA. As additional guidance has been received from the US Department of Labor (USDOL), the Colorado Workforce Development Council (CWDC), and the CDLE regarding the use of the performance adjustment model and how it will apply to the Weld County Region, ESWC and the WCWDB has negotiated standards as specified by the Council and CDLE.

**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:**

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

The WCWDB continues to be a high-performing board. Each member of the WCWDB is encouraged to be involved on one of the three standing Board Committees. These committees include the: Awareness Committee, the Partner Committee, and the Youth Committee. Each committee has differing areas of focus; however, members on each committee are asked to help spread the word and participate in the initiatives and work being done by ESWC in the respective areas.

In August 2018, The WCWDB was officially designated a High Performing Local Board by the CWDC.

- b. LWDB Participation: Describe how you will market opportunities for participation on your LWDB to businesses in your local area to ensure representation of industry sectors with the greatest labor force demand. Describe how you will maintain a**

***minimum of at least 51% of businesses as active members and participants on your LWDB.***

A roster of the WCWDB members is kept by the Weld County BOCC and by ESWC staff. This dual monitoring provides a double check and ensures compliance of the business representation percentage. As vacancies occur, the Weld County BOCC list openings in the Greeley Tribune and the county website, and the Business Services Team in tandem with the BOCC and the WCWDB conduct outreach to possible board candidates. Workforce Board members are asked, and encouraged, to recruit for vacancies. The outreach is strategic and targets both employers within 1) geographic areas unrepresented on the board and 2) industries without board representation.

***c. Address what steps your board will take towards achieving the benchmarks outlined in the High Performing Workforce Boards Definition***

As mentioned in Question 5 above, a WCWDB Orientation was initiated. This step assures ESWC that Board Members have a base knowledge when voting on important issues. A membership spreadsheet was created and includes contact information, meeting attendance, talent development and community event activity attendance, orientation completion, orientation acknowledgement, and an At-a-Glance for High Performing Board metrics. The spreadsheet is maintained by the Employment Services Support Specialist.

As vacancies occur on the Board, ESWC engages a very targeted recruitment strategy. ESWC Leadership analyze the Industry need for additional representation on the WCWDB and specifically recruit employers in that industry.

***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?***

Since the inception of the Workforce Investment Works site in Program Year 13, ESWC has submitted well over 220 customer quotes, industry partnership, workforce innovation and success stories. Staff continue to refer clients to this site, so they can see the successes of the Colorado workforce development system and will be encouraged to share their own story once they have completed their program. The WCWDB and their committees are well aware of this site and continue to bring awareness to potential clients and businesses.

Success story submissions are written into many staff members performance evaluations.

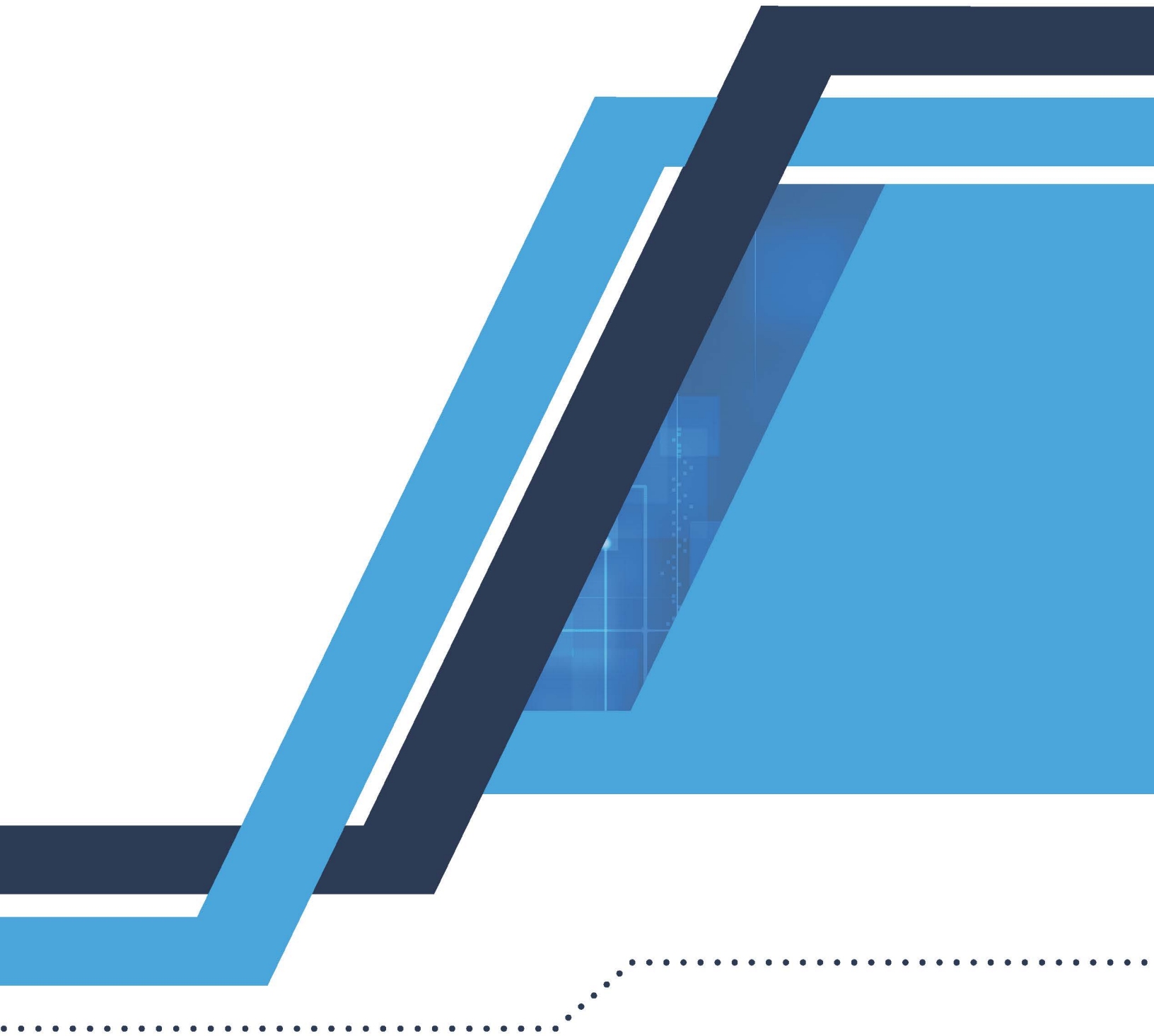
Additionally, the Employment Services Support Specialist sends a reminder to managers every quarter requesting that staff submit their success. ESWC exceeds the three minimum submission requirement each quarter and will continue this practice.

In addition, the WBL group highlights a success story at the beginning of each monthly meeting. In July 2018, the WBL Leadership group created a bi-monthly Success Stories newsletter from the stories submitted to be read at the WBL meetings. These newsletters are posted on eswc.org,

made available in print at ESWC offices, and included in the quarterly “Did you know...” report. Several special edition newsletters have also been created to highlight specific initiatives including WIOA/TANF co-enrollment and WIOA partnership co-enrollment. Several more special editions are planned to include STEP, Veterans, Employers and Immigrant and Refugee editions.

**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.**

Local plan discussion took place at the WCWDB General Membership and sub-committee meetings in early 2016. This Board and its subcommittees are a collaborative cross section of business representatives and labor organization representations. Their comments are included in the plan presented for public comment. Additionally, the Weld County Board of Commissioners provided their input at various stages of the process. The plan was published and available for comment March 28, 2016 through April 27, 2016; the Weld County Clerk to the Board did not receive any suggestions from the public. During the May 21, 2019 WCWDB General Membership meeting, the board reviewed the Regional Plan modifications. As the 2019 Regional Plan Modification did not have any significant changes, per PGL WIOA-2018-03, Change 1, a public comment period was not required.



*Veterans receive priority of service in all programs. Employment Services of Weld County is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Dial 711 for Relay Services. Funded by WIOA.*