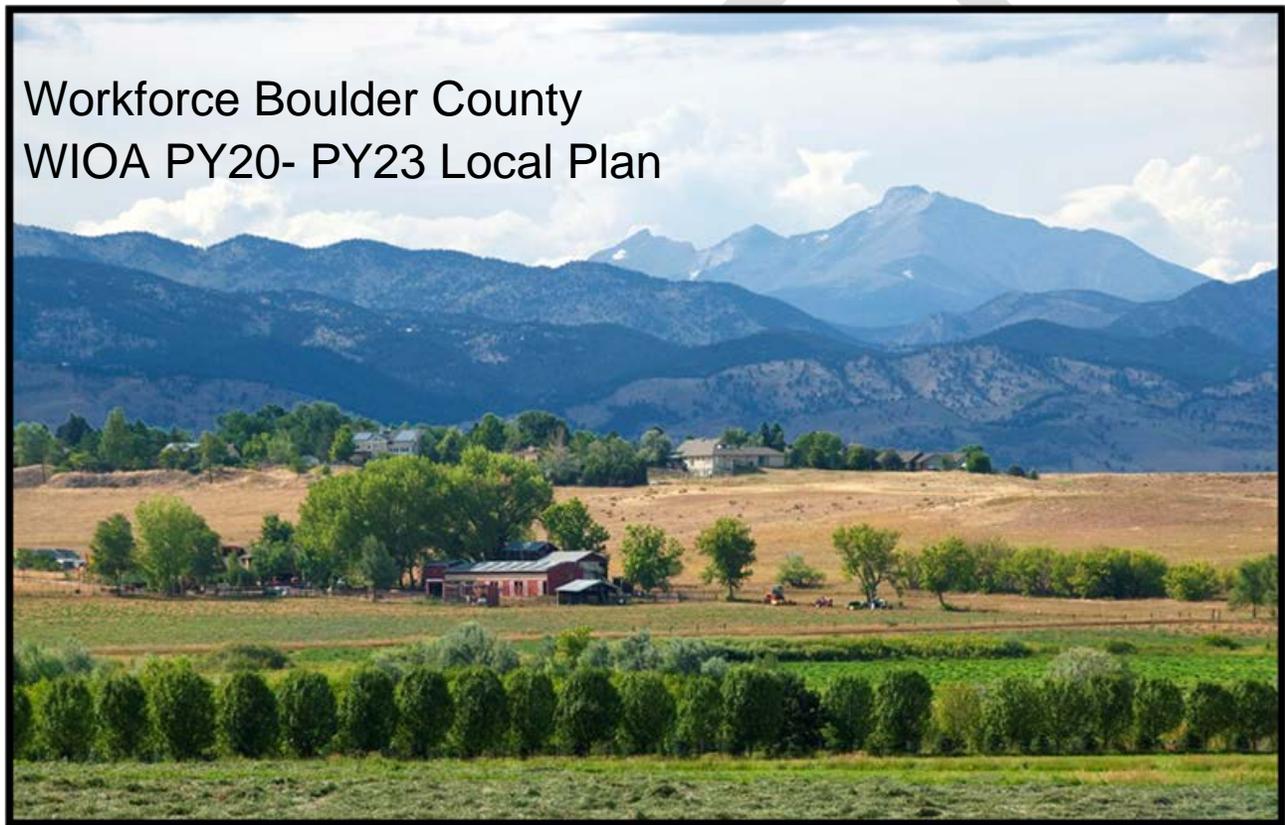




Workforce
Boulder County



Workforce Boulder County
WIOA PY20- PY23 Local Plan

Photo by Ann Cantelow

Workforce Boulder County

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

Workforce Boulder County (WfBC) values responsive government, innovation, and the collaborative approach inherent within the workforce development system. **Our mission is** to drive employment and education opportunities that enrich individual growth, economic health, and community connection. We hold as our **Vision**; a flourishing community where everyone has abundant opportunity for meaningful employment and businesses are connected to a diverse talent pool.

WfBC provides a comprehensive and compassion-focused array of virtual and in person services including universal access for customers. We offer contemporary training; career, financial, and homeownership workshops; a variety of career, aptitude, and interest-inventory assessments delivered via different modalities; a learning lab for high school equivalency diploma preparation; a self-directed computer training center, occupational skills training, work-based learning opportunities, ongoing coaching and support, connection to community resources, and an extensive menu of business services. Our local system is integrated with critical business partners, economic development entities, and education and training providers in ways that ensure our ability to build and maintain a viable, well-trained workforce for Boulder County.

Workforce Boulder County actively collaborates with a community-wide network of partner agencies to support and advance workforce development activities county-wide. The Boulder County Talent Collaborative, which is a partnership that consists of local chambers, local school districts, Front Range Community College (FRCC), Division of Vocational Rehabilitation (DVR), and Colorado Urban Workforce Alliance (CUWA). In addition, we partner with the Advance Longmont partnership along with Boulder County Housing and Human Service, local municipalities, as well as local non-profits which are key partners who inform our work, uncover specific populations needs, and identify industry talent gaps.

Listed below are WfBC's chief strengths as a workforce system, as well as some of the areas of challenge.

Key Strengths of WfBC Services Capacity

The design and delivery of our services are based on customer need and assessments, the demands of the current labor market, and available resources within our workforce system and through our partnerships (i.e. career and technical education, post-secondary schools, chambers and economic development agencies). WfBC individually assesses customer skills, strengths, interests, life-needs, work experience, and abilities. Through these assessments and relationship-building with customers, our solution focused-staff develop activities to support, educate and inform job seekers in finding meaningful, viable work with local businesses. We access labor market insights to creatively discover ways for job seekers to find employment and businesses to find talent.

Workforce Boulder County builds its strength through key strategic partnerships. The Boulder County Talent Collaborative (BCTC) has been pivotal for our community as it has accelerated the pace at which we can address and support business needs. By aligning efforts and sharing resources, we have been able to collaborate, take action and meet our goals more rapidly. In this collaborative, we are working together with Division of Vocational Rehabilitation (DVR), Local School Districts, Front Range Community College, Boulder and Longmont Economic Development Agencies, and the Colorado Urban Workforce Alliance (CUWA). Together, we have hosted regional job fairs and hiring events, launched an IT Sector Partnership between Boulder and Broomfield, started a Medical Assistant Apprenticeship Program, launched a Health Care Sector Support Group, supported regional events, completed a Work-Based Learning Lab grant through WfBC, along with other efforts. The BCTC also supports the work of our Business Services Team by working closely together to respond to the needs of local businesses. This partnership was crucial through the pandemic and will continue to be through the ongoing recovery from COVID-19 and the recent Marshall Fire. The ability to serve businesses as a collaborative, align efforts, and combine resources continues to prove a higher pace at which we can serve the business community and greater impact. We will continue to stay engaged in this local partnership.

Workforce Boulder County responded early, collaboratively, and thoughtfully to the COVID-19 economic crisis by swiftly innovating a Virtual Call Center (VCC) to meet the immediate and emergent need of people who lost employment. Staff from within and outside of WfBC coalesced to launch the VCC at end of March 2020, open Monday through Friday from 8 to 4:00 p.m. WfBC's VCC ushered people through the complex unemployment system and provides next steps to move people back onto their career path and to provide for themselves and their families.

In 2021, WfBC applied for and received additional funding through ARPA/CARES ACT to support the hiring of additional staff to serve on the Service Navigation Team. Service Navigators serve as a virtual (call center) and in-person centralized access point for any person or business within our community to contact for employment and education needs. This newly expanded team will continue to work with job seekers in -person at our two offices as well as virtually for those customers using that method. Some the services this team can provide are assistance with job searching, Connecting Colorado, networking, resume development and tailoring, interview preparation, career exploration, labor market information, and UI support.

WfBC has a system in place to track call center volume, geography, length of calls, reason for calls, and more. WfBC will continue to expand upon our data gathering with a more “formalized” system of capturing direct input from clients (i.e. customer survey). WfBC communicates data monthly and quarterly with WfBC staff, Board members, and other partners. We will place emphasis on Service Navigator (and other staff) input who are doing the direct work with clients as part of the measurement-outcome process. We will also research other emerging practice models similar in nature and continue to evaluate and evolve our programming.

With support from WfBC, WIOA customers move through a continuum of career services, including both an initial and a comprehensive assessment (and, as needed career development workshops and/or learning and development services). Based on an in-depth, coaching-based dialogue with each customer, WfBC creates an individual employment plan (IEP), where job seekers are matched with career coaching strategies, career assessments and workshops, work-based learning opportunities, occupational skills training services focus on the specific needs of these targeted industry areas, which currently include Information Technology, Manufacturing and Healthcare and others which indicate current and/or future labor demand. WfBC also enjoys strong relationships with key education providers in our area including Front Range Community College, ^(OBJ)Agile University, Boulder Digital Arts, Sage Truck Driving School, IBMC College, Home Care of the Rockies, Compass Nursing Arts and more. In addition, we developed relationships with University of California Irvine and Cornell University to access their high quality, cost effective online training courses for in demand skills such as project management, hospitality management, and leadership.

For those customers seeking only support with finding employment (without needing paid training or work-based learning), WfBC offers individual, ongoing coaching. During these coaching sessions, WfBC and the customer co-create an Individual Employment Plan (IEP) which includes the identification of S.M.A.R.T® Goals, career assessments,

development of a tailored job-search activities, connection to community resources, etc. One-on-one career coaching sessions occur at a minimum of once per month and include review of the customer's IEP, working through job searching challenges, tracking progress toward goals (modifying goals as needed), and strength-based support, which lead to the final goal of obtaining permanent employment.

WfBC has well-trained, compassionate staff members that are invested in serving our customers. Our staff have completed multiple training and development opportunities including Courageous Conversations and other cultural responsiveness, equity and inclusion trainings; Solution Focused Training; Governor's Coaching Corps; Brene Brown's Dare to Lead; internally developed career coaching learning sessions; Emotional Intelligence (EQ); Programmatic Accessibility for Colorado WIOA Partners; Strength's Based Case Management and the Global Career Development Facilitator (GCDF) training. We remain continually invested in supporting ongoing learning and development. WfBC will continue to raise our capacity to understand more and design our services through a lens of racial equity, access and economic justice. Boulder County is a member of the Government Agencies for Racial Equity (GARE) and we used the racial equity tool to support some of the forms and processes experiences by customers. We will continue to invest and prioritize learning about racial equity and inclusion and actively putting this knowledge into practice. Additionally, we've increased the number of WfBC staff who are Spanish speaking or bilingual in other languages. These new staff members help us strategize outreach efforts, partnership building, and marketing to reach those who historically have not been served by workforce centers.

WfBC recently worked to create a robust internal system designed to develop, place and maintain work-based learning opportunities. An Apprenticeship Taskforce was formed to strengthen related processes, develop outreach strategies and tactics, and build supports for customers and businesses interested in apprenticeship opportunities. We continue to examine our approach and explore ways to expand our capacity to utilize and promote work-based learning opportunities for all customer populations. We have focused on supporting apprenticeships in healthcare and technology, fields which continue to expand and diversify. For example, apprenticeships are available in a wide range of technology pathways, such as cybersecurity, data analysis, coding, and network support for people with no previous background. We promote such apprenticeships with our clients, identifying those with significant hands-on support and strong completion and hire rates.

WfBC streamlined, strengthened and clarified the services we offer to businesses in our community. We utilize a specific menu of services, conduct targeted outreach to specified industry sectors, strengthen partnerships across sectors and collaborate to

address the current labor shortages and provide rapid response during layoffs. Our team is focused on job fairs and hiring events, recruiting job candidates, developing a talent-pool system and expanding our work-based learning sites including apprenticeships.

Workforce Boulder County - Business Services



WfBC participates in and contributes to the (Boulder/Broomfield) IT Sector Partnership, a Healthcare Sector group, and the Arborist Sector Partnership. We seek to support the businesses in these sectors with their workforce development needs. We attend meetings and collaborate as needed with these sector initiatives. During the COVID-19 pandemic some of the leaders and members of these partnerships have shifted and WfBC, along with the Boulder Chamber plan to support the reinvigoration of these critical partnerships.

The Boulder Chamber and Workforce Boulder County applied for funding to expand our area sector partnerships in the year ahead. The Boulder Chamber has been a leader in convening local industry over the years and has worked in close partnership with

Workforce Boulder County. It is a critical time in our economy to continue to support and grow local sector partnerships. These collaborative business-led networks will help accelerate economic recovery and resilience.

Workforce Boulder County will work together with The Boulder Chamber to address the needs of our local sectors including, but not limited to Healthcare, Information Technology, Financial and Professional Services. Our Sector Partnerships have proven results in expansion of registered apprenticeships, organizing events and strengthening partnership knowledge. Together with The Boulder Chamber we will develop sustainability components to grow these partnerships.

Our workforce and economic development networks in the Boulder County area are dedicated to advancing our economy while also reducing inequities in workforce development, serving marginalized communities and using data to inform our direction and impact.

In the fall of 2021, all of our new Business Services staff have gone through Skillfull's Skill Based Hiring Training. Through our partnership with the Boulder Chamber for this training, our Business Services team will be registering all businesses who are interested in attending the training. In addition, our Business Services staff will support any employer who wishes to learn more about Skills Based Hiring or get a review of current job postings to assess for a higher focus on skills and required attributes in efforts to obtain a more accurate and faster match with job seekers.

WfBC supports local Apprenticeship programs such as the Homecare of the Rockies' Home Caretaker program and arborist programs including Affordable Tree Care Service and Taddiken Tree Care Company. WfBC collaborated with the Boulder Chamber to set up a Medical Assistant Apprenticeship program, which began in January 2020, with Boulder Medical Center and Boulder Community Health as the employers and Front Range Community College as the training provider. In 2021, we also supported the launch of a Sterile Processing Apprenticeship through this same program. We continue to fund these opportunities and seek out others. To offer more choice in opportunity and accessibility, WfBC supports the newly established Institute of American Apprenticeship's Medical Assistant apprenticeship in our area.

Workforce Boulder County has strategic partnerships within our community to generate a collective approach to getting individuals connected to sustainable employment. Through prioritizing these partnerships, people most in need in our community more easily and swiftly connect with WfBC services. WfBC staff are equipped with community knowledge to refer customers to applicable programs outside WfBC, which supports a 'wrap around service' approach to ensure our customers have the resources they need

to move toward employment and economic stability. We are strongly linked with our local area economic development organizations, community justice services, Head Start, the Department of Housing and Human Services and our required partners.

We continue to prioritize our partnership with the local Family Resource Network (FRN), which consists of local “safety net agencies” that provide emergency assistance and resources to support self-sufficiency (Sister Carmen Community Center, OUR Center, and Emergency Family Assistance Association of Boulder County). WfBC serves a key role in the FRN by providing a direct resource for FRN individuals and families who need access to employment and training. WfBC attends a quarterly collaboration call with the FRN to share our up-to-date employment and training resources and learn more about the current needs of our local community. WfBC expands its own knowledge of community resources by attending FRN meetings (i.e. learning that libraries and English language training providers are offering career navigation support).

Prior to COVID19, WfBC partnered with OUR Center in Longmont to host seasonal job fairs on-site. We expect to return to in-person events such as these in the near future. In partnership with Emergency Family Assistance Association in Boulder, WfBC co-created work-based learning program for families. WfBC will continue to evaluate and grow these projects in response to community need. WfBC actively integrates the feedback we receive from our community partners. As an example, WfBC learned from Boulder County’s Housing and Human Services Colorado Works program that clients were seeking work-from-home options. In response, WfBC quickly and thoughtfully created and implemented a workshop to help clients understand work-from-home expectations, processes, and how to find opportunities with legitimate employers.

WfBC is focused on establishing new and renewed connections with non-profit organizations focused on specific sectors of the workforce, including:

- Area Health Education Centers. Their mission – to increase participation in health education and careers – is a natural fit for us to work collaboratively.
- Changing the Narrative, a non-profit focused on addressing ageism in the media and the workplace, has a substantial audience with older workers. WfBC shared our career skills knowledge and resources for older workers with that audience and plan to continue building those relationships.
- Post-secondary Education. WfBC reconnected with Emily Griffith to ensure their admissions team is aware of our resources for students with barriers.
- Local School Districts. WfBC established new connections with Longmont’s Saint Vrain Valley School District Career Elevation and Technical Center, the Innovation Hub, and campus admission teams at Front Range community College.

Throughout the last couple of years (due to the COVID-19 pandemic), WfBC learned how to quickly pivot to provide virtual services. We will continue to offer a hybrid model of services, where individuals have the option to receive in-person and virtual services.

WfBC will continue to offer virtual workshops to our community into the future, as virtual offerings can increase accessibility for those people who have transportation challenges, childcare needs, and other barriers to accessing workshops in person. Our Virtual Call Center (VCC) stood out as a demonstrated practice of excellence to address the direct need of people who lost jobs due to the economic downturn initiated by the pandemic. Because of the knowledge, compassion, and dedication of WfBC and other County staff, our VCC is regarded as a “hub” for anyone impacted by unemployment. WfBC’s plans to keep the VCC as an ongoing component of our service delivery model so that as future challenges arise in our economy, WfBC is equipped with a resilient system to support community needs. These “virtual offices” act as a third location for WfBC (Longmont, Boulder, and virtual offices).

As a member of the Statewide Data Group, WfBC has been able to improve our capacity to determine and communicate our impact on our local community. The information below details WfBC’s economic impact using the revised methodology developed by WIDE (Workforce Intelligence Data Experts). This revised method, like the Colorado Method, is used to estimate the tremendous value workforce centers add to a regional economy. The Colorado Method was developed in 2011 by a group of local workforce development professionals with the help of the Colorado Department of Labor and Employment’s Unemployment Insurance, Programs and Labor Market Information Divisions and was revised by the data professionals in WIDE to account for changing metrics in 2019..

- *Workforce Boulder County’s job seeking clients who access services had median annual wages of \$31,984. Their Median annual wages increased by \$11,188 after accessing services with WfBC. This resulted in \$13,437,080 additional wages earned by workforce clients as a result of accessing services.*
- *Workforce Boulder County provided services that had a return on investment for the region’s economy of \$8,285,683 with an additional \$5,151,397 returned to the federal government through income tax.*

Key Challenges Facing WfBC

Workforce systems and services need to continually evolve in response to the changing demands of industry areas, the increased skills and education requirements of today's jobs, and the specific needs of job seekers and businesses. WIOA provides direction to meeting these challenges through its focus on improved coordination and integration across programs, utilization of sector partnerships and career pathways, application of data, stronger business engagement efforts and an increased focus on those with barriers to employment.

The current labor shortage has created an added challenge for the workforce system. Many industries are lacking the needed workforce to support their operations and sustainability. New, innovative and collaborative solutions need to be examined to help support industries in this unique time. As our community recovers from the economic impact of COVID-19 and the Marshall Fire we intend to deepen our partnerships to support wholistic responses to these crises. The lack of labor, paired with the lack of child-care, increases the complexity of this challenge, requiring a large community-wide, multi-sector solution.

WfBC also recognizes challenges in meeting some of the unique employment needs of local industry groups. Many of the jobs available in our local industry sectors are high-level occupations that require a college education, technical skills and key essential (soft) skills. Many of the long-term unemployed, under-employed and those with limited work history and/or education lack the qualifications needed for most these available jobs. Overcoming these challenges requires sustained efforts that go beyond traditional labor exchange services. WfBC seeks to meet these industry needs and to further our partnerships and efforts with business, education and community organizations, leading to the development of cohesive, responsive, and industry-specific career pathways. While challenging, WfBC is optimistic in our ability to develop and implement strategies that meet the needs of three sector focus areas: Information Technology, Manufacturing and Healthcare.

The COVID-19 Pandemic had a significant impact on the leisure and hospitality industry including restaurants and hotels as well as the retail industry. WfBC will partner with key community contacts to investigate ways to support access to workforce for these industries now and in the future. Our supports could include hiring events, job fairs, on-site training to support retention and advancement.

A significant challenge facing the entire workforce system is the lack of access to childcare for workers and families. Workforce Boulder County intends to learn more about

how we can support initiatives that focus on transforming Early Childhood Education (ECE). In the past we have supported ECE occupational certificates and work-based learning opportunities. And, we are aware that this state-wide issue requires a large scale transformative, well-resourced, multi-sector solution.

WfBC continues to experience a need to provide customized career coaching and services to individuals with significant challenges to employment. These challenges are quite varied and include individuals with disabilities, those with past involvement with the justice system, population groups with limited English proficiency – including new incoming refugees from Afghanistan and Ukraine, the long-term unemployed and people in poverty, individuals lacking basic educational requirements or employment skills, people in crisis/ experiencing trauma, and those with limited work histories. As WfBC staff concentrate more effort on individuals with complex needs and challenges to employment, service delivery becomes increasingly time intensive and adaptive, requiring more resources and funding, enhanced relationships with community partners, and creative, non-traditional solutions to support people on their path to employment. In serving people with complex needs and challenges to employment, it is imperative for WfBC to take a collaborative approach to service delivery, relying on the integration of core programs, knowledgeable cross-program staff and strategic work with our education and training partners.

The Colorado Workforce Development Council, through ARPA funding, will support the placement of one Career Coach/Navigator at Workforce Boulder County. WfBC teams will work closely with this individual to integrate them into our service approach while also explore ways to expand our reach in the community in areas of most need. It is anticipated that this coach will be on-boarding during Program Year 2022.

Community outreach and engagement with targeted populations (i.e. young adults, people with English as second language, people experiencing poverty, people with disabilities, etc.) is critical, especially as we exit a pandemic, and proves to be exceptionally challenging. In today's climate, "engaging" community involves new, creative, collaborative and focused solutions. Discovering "where to find the people" that need WfBC services is significantly more challenging than in days of the past and involves more than fliers and power points. While WfBC is dedicated to developing and implementing strategic community engagement plans, it's difficult to find time, energy, and staff who have the capacity, interests and skillsets to deepen our presence in our local community. Building our presence in Boulder County requires a commitment of time, person-to-person interaction, consistency, compassion, and adaptation.

Serving people with complex needs and challenges to employment requires a different skill set than previously needed in traditional WIOA programming. Now, staff need to understand and embody coaching best practices, strengths-based case management approaches, building and supporting motivation in clients, de-escalation, empathy and curiosity-driven approaches. Staff also need to stay current and connected with community resources since most clients with challenges to employment need wrap-around supports for other basic needs. In addition, WfBC staff need to be ready to solve the problems of other family members, a two-generation approach model. For example, youth involved with the WfBC Young Adult Program may have a parent, sibling or other relative that also needs career support services.

As we move forward into PY22 and beyond, WfBC will explore ways to support issues related to grant compliance without sacrificing our focus on innovation, pilot projects, experimentation, coaching clients, and program evaluation. With an increase in more flexible funding, we excitedly anticipate opportunities to shift from a primarily focus of compliance driven programming to a primary focus of community driven programming.

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

The Workforce Boulder County Board's strategic vision seeks to support both job seekers and businesses to create a strong, vibrant and inclusive economy in Boulder County. By leveraging and strengthening our diverse partnerships with employer groups, allied workforce efforts, and education and training providers, we will create the necessary conditions for moving job seekers to quality jobs.

WfBC's vision provides direction to a set of strategic goals that are designed to demonstrate progress toward, and fulfillment of, WIOA performance measures across core program areas. The following discussion summarizes each of these goals and provides example strategies for each. Performance on each goal will be assessed over the course of WfBC efforts and adjusted in response to collected data. In each of these goals, consideration will be given to how priority populations can be incorporated and targeted for different opportunities.

Colorado Workforce Centers are an integral partner in the actions for New American work that is emerging throughout Colorado. Many of the first-year steps, including the

addition of New Americans as a priority population within WIOA have occurred. As the state leads efforts to support this population, the Workforce System will continue to evolve to provide services for an increasingly diverse population. Workforce Boulder County will support and contribute to the action steps below.

The Action Steps outlined in the Colorado New American Annual Report, show the statewide strategy to better serve the New American population:

- Improved connections to workforce development opportunities.
- Better skills recognition of licenses and credentials earned in country of origin.
- Language access.
- Data privacy.
- Safety-net program access.
- Celebration of leadership and participation in the economy.
- Sustainability of effort through partnerships and fundraising.

In Colorado, 10% of the population are New Americans with the top countries of origin being Mexico (40%), India (5%), Vietnam (3%), China (3%), South Korea (2.8%), Germany (2.8%) and Canada (2.7%). In Boulder County 34,509 of the total population (10.7%) are New Americans, with the most common region of origin being Latin America. (<https://cdle.colorado.gov/sites/cdle/files/documents>, 2020)

Currently the highest share of foreign-born workers throughout Colorado are in Services to buildings and dwelling (46%), including occupations related to housekeeping cleaners, cooks, carpenters, food preparation workers, and miscellaneous production workers. Through these occupations the New American population has paid an estimated \$825.4 million in taxes (NAE, 2019). Workforce Boulder County has established the ongoing need to continue building capacity as well as increasing programs that benefit the New American community.

Since the largest population of New Americans come from Latin American countries, and specifically Mexico, Workforce Boulder County will be targeting vocational language needs for Spanish speaking job seekers and capacity building of WfBC staff to assist these individuals.

- The first strategy to be used is to ensure that all staff assisted services available in Spanish are also marketed in Spanish and English. This includes career workshops and individualized career support services. WfBC will also work with Community Action Programs Cultural Brokers to enhance marketing of services and programs to New Americans. In addition, we've hired bilingual Spanish speaking career support specialists and service navigators so that there is capacity to serve monolingual Spanish clients with efficiency and efficacy.

- The second strategy is to build out our work-based learning opportunities and training opportunities that either cater to English Language Learners or have the ability to support individuals whose primary language is not English. This will occur by a close partnership with one or more businesses or training providers that can offer the needed support for an enrolled client.
- Another strategy is to utilize community supports through close partnership to create, implement, and manage services and supports that are not currently available in Spanish through WfBC. An example of this is vocational language courses or career workshops offered in Spanish through one of the various immigrant organizations. Organizations WfBC is considering partnering with include El Centro Amistad, Intercambio, El Comite, and Community Action Programs.
- In order to build staff capacity, WfBC intends on identify and training specific needs related to New Americans issues. This includes how to confidently utilize the Language Assistance Line, informational sessions about local immigrant organizations, and exposure to the most common New American issues as it pertains to finding employment in the United States.
- And finally developing or enhancing programs that can be layered on top of current funding streams to specifically meet the need of individuals who could be considered priority of service. Please note that while the focus will be Spanish speaking job seekers, Workforce Boulder County still intends on meeting the needs of other New Americans from other countries and regions of the world.

Afghan refugees have begun to seek WfBC services and this has highlighted the need to strengthen relationships across refugee serving organizations, to appropriately refer and support these clients. Staff have begun to learn from resettlement agencies, Emily Griffith and the Spring Institute (both organizations that provide retraining resources and counseling), and other agencies that assist families with learning a new culture, language, and systems. Our staff have enthusiastically embraced this challenge and are actively sharing knowledge and strategies to better serve the clients. In the year ahead, WfBC will explore ways to make services more accessible and equitable to the refugee populations in our community.

Workforce Development Board Goals:

- 1) **Strengthen Partnerships to address individual and community level issues impacting economic mobility.** WfBC recognizes the importance of moving job seekers through training, education, and supported, tailored job search activities as quickly as possible to help them obtain jobs within a realistic timeframe. The Board will work with local educational providers to explore opportunities to concentrate learning efforts. Additionally, the Board will support individual training accounts in in-demand industry sectors and occupations and will work closely with the business community to develop a variety of work-based learning opportunities.

- 2) **Increase the impact of Workforce Boulder County by attracting and supporting more individuals and businesses to utilize the available resources.** WfBC will build upon our outreach plan to further increase utilization of services to job seekers across the county, by broadening our presence on social media, streamlining access points into WfBC, consolidating and simplifying our referral process, and continuing to prioritize relationships with key referring partners in our community. During the COVID-19 pandemic our reach into the community expanded, in part because of the need of our system to respond as well as the intentional outreach and partnership strengthening that occurred regularly.

WfBC created and will regularly distribute a “newsletter” from the Executive Director, spotlighting key services, upcoming events, local employment trends and data, and more. WfBC will refine communications work in collaboration with businesses and sectors to ensure industry-based needs are understood and met, aid in the efficient placement of job seekers possessing requisite skills and support the advancement of entry level workers.

- 3) **Align local policies and resources to support access to opportunities for quality, life-long education connected to the future of work.** WfBC will research and connect customers to educational opportunities that target sustainable careers. WfBC will work with the Colorado Department of Labor and Employment Office of the Future of Work and other partners to organize data that informs our programs and services and support the guidance toward careers that will remain viable in the future. Our occupational skills training investments will focus on sustainable careers that offer opportunities to local quality jobs.

3. Describe the strategies and services that will be utilized to facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs. Specifically:
- a. What outreach activities are planned to increase business engagement in your local area?

One of Workforce Boulder County’s strategy is to utilize industry associations, partner organizations, and local chambers to reach business customers. We are a member of local Chambers, as well as the Boulder County Talent Collaborative, a consortium including; Workforce Boulder County, Front Range Community College, The Division of Vocational Rehabilitation (DVR), local school districts, local city economic development agencies and chamber organizations. Staff also attend various local meetings and events to promote awareness of our business services and workforce programming.

Engagement efforts are also supported through participation in critical community events that help us connect with larger business and job seeker audiences. For example, we are a part of WYCO Collaborative and participate in the WYCO Job Fair Annually. We also support and participate in other collaborative Job Fairs throughout the year such as the City of Boulder Job Fair, OUR Center Job Fair, a cross-regional job fair the with the Office of Congressman Neguse, along with our Monthly Job Fairs. Due to COVID-19, last year was an anomaly as all of the events that we hosted or participated in were held virtually. We have had since last year and will continue to have an ongoing Virtual Job Fair via Connecting Colorado. We will also continue hosting our weekly Virtual Hiring Events, held every Wednesday for single or multiple employers. The majority of the Job Fairs mentioned are promoted and to employers and job seekers through our partnerships with the businesses and community partners.

WfBC has been hosting annual Open Houses during Workforce Development Month in September for a few years now. This year will be no exception and we will be hosting an Open House in our new Boulder Office which has officially opened to the public on April 4, 2022. As we feature our new office for the Open House, we will conduct tours, and provide informational sessions about our services and resources available to both businesses and job seekers. The event will be open to the public, including partners, job seekers and businesses.

WfBC also uses Economic Modeling Specialist International (EMSI), a data system that provides tailored labor market information to provide up to date information to key businesses. WfBC has supported several industry sector requests with EMSI data, including IT reports, Healthcare Industry Profile, Green Jobs Information, Behavioral Health Careers and Early Childhood Education Industry Profile.

We launched some businesses trainings in 2021 that were targeted to Spanish Speaking and Minority owned businesses. We will continue to partner with our local economic development agencies to explore ways to continue to increase access and equity to our local businesses owned by underrepresented populations.

Workforce Boulder County also plans to conduct the following outreach activities (note: due to COVID-19, these activities will likely be conducted virtually or through alternative means).

Virtual Hiring Events

We will be hosting single employer hiring events to support and engage small businesses with their hiring needs. For in demand occupations, WfBC will also be hosting single employer events regardless of employer size. We will host these events

weekly and virtually as we have been through the pandemic. At this point, there has been little interest from employers to return to in person hiring events as it is more efficient for them to host the events from their place of business as well as they find that they end up with more time to meet with job seekers virtually than they did when the hiring events were in person. We will continue to assess this need both on the job seeker and business side to ensure equity in access to job seekers is not a barrier over time due to technology issues.

Workforce Boulder County
WEEKLY ONLINE HIRING EVENT!
Every Wednesday from 12noon - 2pm

Join us on Zoom - <https://bit.ly/36IDE5y>

This is your weekly chance to meet new employers, hone your elevator pitch, and discover new untapped markets.

Use the link above to join - OR - Enter the meeting ID & Passcode into Zoom

Meeting ID: 858 8339 7779
Passcode: 964558

No Computer? No Problem! Join by phone!
Call 346-248-7799 and enter the meeting ID and Passcode

Workforce Boulder County
AmeriCorps JobCenter

Virtual Job Fairs

We will continue to engage businesses to participate in our Virtual Job Fairs not only to connect them with talent for their hiring needs but to engage them with WBL programming. At this point, there has been little interest from employers to return to in person Job Fairs as it is more efficient for them to host the events from their place of business as well as they find that they end up with more time to meet with job seekers virtually than they did when the Job Fairs were in person. We will continue to assess this need both on the job seeker and business side to ensure equity in access to job seekers is not a barrier over time due to technology issues.

Collection of Employer Success Stories to use in marketing and employer outreach initiatives

Success stories serve as a vehicle for engaging potential business partners and for strengthening current partnerships. Success stories show local community impact and value of workforce programming. We will be gathering and collecting success stories from businesses to share on our website, marketing materials, to share during employer panel events, and during outreach meetings. Success stories help educate the community on workforce benefits, mobilize and connect local resources, and demonstrate to stakeholders how funds are spent.

Business Education for Employers: Developing a Training Plan for Work-Based Learning

WfBC will be providing training support to businesses as they work on developing training plans for their WBL participants. Training will be provided during individual employer orientations and/or small group orientations now that COVID-19 restrictions have been lifted.

Work-based Learning Activities

Business Services staff will continue to expand our volume and geographic region for our WBL worksites including Register Apprenticeships.

WfBC Apprenticeship Taskforce

We recently re-launched our internal Apprenticeship Taskforce to expand the knowledge and capacity to support Apprenticeships in Boulder County. We had originally launched this taskforce in PY19, however, with staff changes we had to reassign new staff to this effort. We will continue this cross-team collaborative to expand our reach with Apprenticeships in our community both with job seekers and businesses.

Employee Development Training

We have launched our Incumbent Worker Training programming which we renamed to be more customer friendly as our 'Employee Development Training' program. We launched our outreach efforts by putting out a press release early in 2022, promoting via social media, sharing the program details with partners and local economic development agencies and expect to gain momentum over the next few months to serve a variety of employers in need of reskilling their incumbent workers.

Skills Based Hiring

We will be registering all businesses who are interested in attending Skillful's Skills Based Hiring training. In addition, our Business Services staff will support any employer who wishes to learn more about Skills Based Hiring or get a review of current job

postings to assess for a higher focus on skills and required attributes in efforts to obtain a more accurate and faster match with job seekers.

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

The WfBC Business Services Team has been a community leader in the support of partnership efforts and was successful in building one of the state's first regional partnerships: The WY-CO Partnership. This partnership -- consisting of Boulder, Larimer and Weld Counties in Colorado, and Laramie County in Wyoming -- was active for more than 8 years and led to greatly improved services to a host of business customers. This work involved regional planning, industry surveys, the development of reports describing regional labor market trends, and development of strategies to support specific sectors. We will continue to collaborate with this region to provide regional job fairs on a bi-annual basis as possible.

Similarly, the Business Services Team also works closely with the Boulder County Talent Collaborative, a consortium including; Workforce Boulder County, Front Range Community College, The Division of Vocational Rehabilitation (DVR), local school districts, local city economic development agencies and chamber organizations. Together we collaborate to meet businesses needs at a faster pace in our community by sharing resources, aligning efforts and acting.

The Business Services Team will continue to represent WfBC at economic development and chamber events. These and other forums will be used to further our engagement efforts and to market a menu of direct services. These services will be offered to all businesses, and include:

- Assessment services which are used to measure a job seeker, potential employee or current employee's skills, interests and personality traits. Assessments are used to identify areas of improvement, determine promotions or are used in the hiring process to determine the best candidate for a given position.
- Virtual business education trainings including seminars provided by subject matter experts, roundtable discussions on specific employment or business interests, workshops focused on learning and practicing skills, and focus groups to obtain input on specific business needs or emerging issues.
- Provision of critical business information related to incentive or benefits programs relevant to businesses (e.g., Federal Bonding, Labor Laws (Child Labor, Wage & Hour, Sign Posting), O-Net Info, Disability Information, Unemployment Information, Youth Information (Governor's Summer Job Hunt), Training

Programs Information (WIA, OJT, WE, H-1B, etc.), Connecting Colorado Training Information and Veterans Information).

- Hiring events customized for a single employer to assist with recruiting, interviewing and hiring.
- Virtual Job Fairs designed for multiple businesses including those targeting youth or are provided as an on-line virtual event (includes chat rooms, teleconferencing, webcasts, training and workshop videos, webinars, businesses' online hiring sites, and email to exchange information about job openings and resources).
- Job order and posting services.
- Provision of labor market information including state and local labor market conditions, industries, occupations and characteristics of the workforce, area business identified skills needs, employer wage and benefit trends, short- and long-term industry and occupational projections, worker supply and demand, and job vacancy survey results.
- Rapid response services to aid businesses facing restructuring and downsizing, including onsite workshops for employees in transition, job placement assistance, and information on unemployment benefits.
- Applicant screening to help an employer increase the quality of referrals or reduces the employer's time reviewing applications.
- Training and retraining services of current or future employees.
- Businesses' use of WfBC facilities to support meetings, trainings, orientations, interviewing, access to resources room (computers, copiers, scanners, etc.) and conferences.

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



The LWDB will network with key industry representatives, create linkages between business leaders and WfBC, and assist with the promotion of business services. The Board will provide support in creating and improving business engagement strategies, and will work to help identify industry needs, particularly those in our targeted industry sectors: information

technology, manufacturing, and healthcare.

The LWDB will also work closely with staff to help deepen Sector Partnership efforts and to develop industry-specific career pathways. Our board membership includes members from our identified key industry sectors. These subject matter experts work alongside staff to develop strategies that efficiently and effectively connect job seekers with available opportunities and understand the needs of business.

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

During the pandemic, and likely due to high number of challenges faced by businesses as well as turnover, most of our sector partnerships have become inactive over the last two years. However, WfBC is currently engaged with both Information Technology and Healthcare Partnerships and the emerging Manufacturing and Arborist Sector Partnerships. The Tech Talent Partnership has engaged key businesses in Boulder and Broomfield Counties. This partnership is focused on the access and development of talent now and for the future. The Healthcare Partnership is also focused on talent in specific occupations including CNAs, Medical Assistants (MA) and more. The partnership supported the development of a local Register Apprenticeship (RA) for Medical Assistants sponsored by the Boulder Chamber. This RA is intended to fill the vast local talent need for MAs. We are also moderately engaged in the Arborist Sector Partnership, although we plan to increase our engagement and support of this group in the next year.

We will be partnering with our partners at the Boulder Chamber over the next year to reenergize these partnerships and reboot out support of them as much as possible as they scale back up post pandemic.

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

The goals and objectives for business engagement are as follows:

1. **Cultivate business partnerships** to inform and build opportunities to grow the talent pipeline.
 - a. Utilize business expertise to drive WIOA occupational skills training and work-based learning opportunities to grow our talent pipelines.
 - b. Create a comprehensive slate of proven training opportunities.

2. Develop a well-integrated industry driven workforce development system that links talent with opportunity.

- a. Understand skill requirements to support employment entry and advancement.
- b. Inform and develop viable career pathways for job seeking populations, including those with barriers to employment.

3. Respond to the current and future labor market demands using data, industry feedback and subject matter expertise.

4. Utilize data to inform program investments. Create sound reporting systems that support future workforce development strategies



4. Discuss the implementation of initiatives designed to meet the needs of employers in the local area that support the local board's strategy, including:
 - 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 PY22 and PY23, and identify targets for work-based learning activities for your youth, adults/dislocated workers, transitional jobs, and incumbent workers.

WfBC is moving ahead with the priorities identified by the WIOA WBL Academy, to integrate and optimize Business and Job Seekers Services, identify friction points in policies, rules, and systems and eliminate steps for agencies while increasing the pace and quality of service delivery. To support this goal, WfBC will drive the deepening of coordination efforts with other local community agencies; to strengthen effectiveness and build a network of partners who are working together and to co-create solutions for mutually served clients on their path to sustainable employment.

WfBC continues to prioritize strategic partnerships. Through on-going meetings, collaborative projects and serving shared customer groups our team will focus on improving inter-agency communication and strengthening linkages to better coordinate service delivery. Partners include Colorado Works, Boulder County Community Services Divisions, local economic development agencies, Front Range Community College, local safety net agencies, and the Department of Corrections. In three to five years, WfBC envisions the following for our work-based learning community:

- Boulder County has a collective, proactive, and data-driven, data-informed network of community partners, businesses, economic development members,

educational providers, and other stakeholders coming together intentionally to co-generate work-based learning solutions to local economy, demographic and market needs.

- WfBC has established, strong partnerships with local businesses in thriving industries for work-based learning opportunities.
- Boulder County has a minimum of one local apprenticeship site in each of the key industry sectors: Healthcare, Manufacturing, Information Technology, Construction and other key sectors identified specifically for our local area.
- Through assessments, workshops and career coaching, WfBC and community partners promote work-based learning to job seekers by illuminating pathways from “jobs”, which serve an immediate financial need to “careers”, which are fulfilling, financially viable, and long-term.
- WfBC supports job seekers participating in work-based learning with development of professional competencies, technical skills, and interpersonal skills that match local employer needs, leading to robust talent pipeline that grows the vitality of the community.
- WfBC will promote and expand the development of WBL sites throughout Boulder County, beyond the cities of Boulder and Longmont to include; the city of Lafayette, Louisville and other untapped areas.
- WfBC continues to focus on expanding Registered Apprenticeships in Boulder County. We are working closely with businesses, our local chambers, Front Range Community College to support the development and establishment of new Apprenticeship Programs as well as new participant enrollments into said programs.

Due to COVID-19, in PY20, our Work Based Learning programs had low participating, however, as we prepare for things to normalize and this program to ramp up again, we will continue develop sites across in demand industries. The Business Services and Career Services teams will continue to assess current processes for internships, work experience, apprenticeships, and on-the-job training to uncover “sticking points” in processes and create quick solutions to improve efficiency. In the past, this our Work Based Learning Unit developed a strategic plan to ‘scale up’ work-based learning to an agency-wide level, utilizing strengths from staff in all programs within Workforce Boulder County to implement key work-based learning activities. As part of this plan, the WBL Unit recommended the establishment of a cross teamwork group to focus on the scale up of Apprenticeships. As a result, WfBC launched an internal Apprenticeship Taskforce which will continue to operate and expand Apprenticeship participation from job seekers and employers in PY22.

In PY21, we also launched a Career Pathways program that supports Worked-based learning tracks into specific thriving sectors in our region. The Business Services Team works closely with the Career Services team to develop sites that are in these sectors and then to connect job seekers whose skills and interests align with said pathways. Our goal is to better connect our job seekers to career paths that have a longevity that can support them in obtaining a sustainable way of life and our employers with job candidates whom they can hire and retain in their sectors by educating them upfront about said career paths.

We recently launched our Incumbent Worker Training (IWT) program, renamed to Employee Development program to be more customer friendly in name. We have begun our program outreach and plan to continue to promote the program to local businesses who might benefit from reskilling or upskilling their current workforce. We will be providing IWT through PY23 and expect to serve businesses across different sectors; our goal is to provide equitable access and awareness about this program to small and minority owned businesses as much as possible.

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

The WfBC Apprenticeship Task Force will continue to integrate a stronger business and customer facing system, with the goal of increasing the number of registered apprenticeships and apprenticeship opportunities for customers in targeted sector industries. To do this we will create career pathways leading to in-demand occupations specifically in the areas of government, non-profit, trades, IT, healthcare, and advanced manufacturing.

In PY22, we will continue to explore development opportunities for Registered Apprenticeships with our business community. We will outreach and promote Apprenticeships through our Boulder Talent Collaborative which consists of local chambers, Front Range Community College, Division of Vocational Rehab (DVR), the local school districts, and other community partners. In addition, we will continue to promote our Apprenticeship opportunities with our job seeking customers as a career pathway.

- c. **Sector Partnerships Participation:** Explain how you will utilize the relationships built by your Business Services Team to enhance or expand participation in Sector Partnerships and also expand business services efforts. Indicate PY22 and PY23 specific planned objectives and measurable outcomes.

The WfBC Business Services Team enjoys strong relationships within our key industry sectors: Information Technology, Manufacturing and Healthcare. All three targeted sectors are represented on our LWDB and these members have helped to inform, guide and educate our team on current industry environments. WfBC anticipates the use of EMSI and other technologies, well-practiced core program collaboration, transformation of our board from an operational focus to a strategic focus and strengthening efforts throughout the Central Planning Region will greatly enhance these partnerships and accelerate local business services efforts.

During the pandemic, our Sector Partnerships became inactive. However, we are working with the Boulder Chamber to support the reinvigoration of the partnerships. WfBC will work to support on furthering the current IT and Healthcare Sector Partnerships. We plan to train core program staff on the best ways to support job seekers to benefit from registered apprenticeships and career pathways within Information Technology and Healthcare.

Along with other partners and businesses we also plan to continue convening employers from other sectors through PY22 as we started in PY21 to address the challenges related to pandemic recovery and the current labor shortage. Our goal is to hear the challenges that they are facing and explore ways in which we can support them particularly in their hiring and training needs, as well as connect them with other resources and partners in our community who can also support them. Some examples of the sectors that we are already aware of that are struggling significantly are the restaurant, retail, construction, transportation, and hospitality industries.

We will also continue to streamline resources and efforts with our Boulder Talent Collaborative which consists of Front Range Community College, local chambers, local school districts, Division of Vocational Rehab (DVR) to serve businesses in a faster and more robust manner. Our Business Services Team attends the Boulder County Collaborative meetings regularly and will remain engaged and ready to act on any businesses needs that come up in partnership with other members of the Collaborative.

- d. **Sector Partnerships - Status and Objectives:** In your local area or with partner local areas, what sector partnerships are you engaged in or do you plan to engage in during **PY22 and PY23**? Indicate the current status of your partnerships, (active, emerging, or exploring), plus **PY22 and PY23** planned objectives and measurable outcomes. **Note:** For Sector Partnership Information, please visit: <https://www.colorado.gov/cwdc/sector-partnerships>

Arborist Sector Partnership: Workforce Boulder County has attended initial meetings which promoted the Arborist Sector Partnership. We shared information about program eligibility and funding, registering an apprenticeship, labor market information, and other services workforce services. WfBC is working with Front Range Community College and CDLE to create a Workforce Center narrative for a student. Front Range Community College has established the related instruction curriculum for this apprenticeship. This partnership is currently active. In PY20, we hosted a virtual event to support Arborist' candidates who were interested in this Registered Apprenticeship (RA) Program. We will continue to support this RA program as much as possible in PY22.

IT Sector Partnership: A Boulder/Broomfield area IT Sector Partnership launched on April 30, 2018. This partnership is currently active. Subcommittees have been formed and WfBC plans to be actively engaged in this partnership. WfBC supports all efforts and initiatives from this group as needed. Due to COVID-19, this sector partnership took some time off from meeting. However, we are working to get this sector partnership to take off again and WfBC will continue support this group through PY22; WfBC will attend meetings regularly and support the sector initiatives as needed.

Healthcare Sector Group: WfBC has been working, along with partners, to support the healthcare industry in Boulder County. At this point, although there is not a formal Sector Partnership formed, there is a sector group that is active and meets regularly. The group members work collaboratively to address the challenges they are facing in their sector (i.e. lack of Medical Assistants, especially now post COVID-19). A large area of focus for them, so far, has been to expand access and awareness about the "career ladder" in the healthcare industry not only to better attract candidates but to better retain individuals who enter the industry and leave due to lack of knowledge of how to advance their career. In December of 2019, we partnered with FRCC, the Boulder Chamber, Boulder Community Health, and the Boulder Medical Center to launch a new Medical Assistant Apprenticeship program sponsored by the Boulder Chamber. In 2021, a new Apprenticeship was also launched for Sterile Processors which was also a great need. WfBC supports the efforts and initiatives of this group and will continue to stay actively engaged to help address employer needs where possible. So far, we have been able to partner with Adams County and other surrounding regions

to support all the Apprentices entering the program. Currently, we are working with Front Range Community College and Adams County to explore lessons learned over the last year and come up with a strategic plan for upcoming cohorts on an ongoing basis.

- e. **Career Pathways:** Explain how you will utilize information gathered through your Business Services Team to provide a baseline for consideration of new or enhanced Sector Partnerships, and how this information will be used to inform changes to or development of Career Pathways in your Local Area. Indicate specific PY22 and PY23 planned objectives and measurable outcomes.

Our Business Services team will collect and analyze labor market information and hiring trends to assist and inform career pathway strategies and work-based learning opportunities.

WfBC's participation in the three industry-led sector partnerships will drive continued development of career pathways by identifying the competencies and essential workplace skills that must be included in classroom and work-based training. These partnerships are critical in keeping career pathway information current and relevant.

WfBC's Business Services team will work closely with the Boulder/Broomfield IT Sector Partnership to understand the needs of this industry and identify career pathways.

WfBC's Business Services team will also continue to work closely with the Healthcare Industry group that is exploring a sector partnership. This group of employers and partners meets regularly to discuss shared challenges and have been partnering and sharing resources to advance some aligned goals that would support increasing access to their career paths in Healthcare.

WfBC's continued engagement in the Boulder County Talent Collaborative will support our effort in identifying Career Pathways for the future. This partnership includes our local school districts, Front Range Community College and the Boulder Chamber. Our collective work aspires to more rapidly understand industry needs, pivot to address those needs and inform our programs where investments work.

The Business Services team will also work closely with our new Service Navigation team and the Career Services team to assess needs of our incoming job seekers to best align the skills/interests with the in-demand occupations.

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

In fall of 2021, our new Business Services staff attended Skillful's Skills Based Hiring Training. We are partnering with the Boulder Chamber to provide this training to local businesses who are also interested in learning more about Skills Based Hiring. If an employer that we are working with is interested in attending the trainings, our Business Services team will register them, and they will be able to attend at no cost. In addition, our Business Services staff will be available to provide job posting reviews to employers who need support in evaluating their job descriptions to become more skills focused. Our team will support them in removing any biases that may deter candidates from applying as well as remove any requirements that are not essential, or skill focused which could also be a barrier to connecting to qualified talent. We will provide these services into PY22.

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

The Local Workforce Development Board (LWDB) will support the overall development, implementation and evaluation of strategies designed to support individuals with complex needs and challenges to find and retain employment. Through the strength of partnerships, regular review and refinement of the service delivery process and the analysis of data (including priority population percentages, customer demographics and services provided) Workforce Boulder County will expand access to employment, training, education and supportive services for individuals with barriers.

With the recent implementation of the Re-Skill, Upskill and Next-Skill (RUN) and the Workforce Innovation Grants (WIG), WfBC will use the resources to continue our reach into the local community with a focus on individuals with barriers along with the provision of training services aimed to secure quality jobs. In addition, we are increasing our focus on developing relevant apprenticeships to serve individuals who might not otherwise be able to pursue occupational skills development due to needing to have a

job, lack of funding and available time. Apprenticeships are a welcome approach to serving both the clients' and employers' needs.

The local board has a diverse membership group that includes representatives from healthcare, manufacturing, education, local labor, financial industry, non-profit agencies (including Imagine, Queer Asterisk and TGETHR) and others. The members will help advise, inform and guide our programming using industry specific experiences and knowledge. The expertise of our members along with data reporting tools and key labor market information will help to shape our program investments and the direction we provide our customers.

The local board plays a critical role in Sector Partnership efforts that help to drive the specification of career pathways. Strong relationships have been built with education providers to support industry-recognized credentials that are both portable and stackable, and with business groups to craft plans and strategies to build skills of applicants and grow the talent pipeline.

Workforce Boulder County has strong partnerships across the community including the safety net agencies, the Boulder County Talent Collaborative, Advance Longmont and Boulder County Economic Development Partnership Group. These relationships help inform our system about the industry needs, labor shortage areas, training opportunities and demands as well as resource for individuals with barriers.

Workforce Boulder County has a well-staffed team of bi-lingual professionals that are represented on multiple teams. An additional bi-lingual Career Trainer will be hired in PY22 to support the expansion of career training for mono-lingual Spanish speakers. The Language Assistance Plan will support the further implementation of service supports for all languages. With the arrival of New Americans and refugees, Workforce Boulder County plans to increase our practices in how best to support New Americans and refugees with employment and training needs. WfBC teams are exploring the expansion of ESL services for our customers, a step to support learning and access to quality jobs.

During the COVID-19 crisis, Workforce Boulder County learned how virtual technologies can support expanded customers access. The plan is to continue to use technology tools to allow customers to meet with staff, attend workshops and receive services. This allows for rural customers, individuals with transportation barriers or others who have difficulty leaving the home (for a variety of reasons) to connect with staff and receive workforce center services to improve their connection to employment.

WfBC is well-integrated into a larger local county government system. We are co-located with the county's Community Services Department (including Community Justice Services, The Area Agency on Aging, Head Start and Community Action Programs), Department of Housing and Human Services, Public Health and Mental Health Partners. Our multi-agency location along with strong partnerships our programs and services are naturally promoted across our system. Workforce Boulder County will continue to develop stronger linkages, deeper cross-program awareness and inter-departmental initiatives to support overlapping customers.

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

Workforce Boulder County is currently working towards aligning resources with the Division of Vocational Rehabilitation and developing strategies to strengthen our partnership. These strategies include:

- **Continue to Increase Communication:** We aim to continue to increase the communication between WfBC and DVR, specifically around the way each agency approaches their work, eligibility determination, documentation needs, and funding sources.
- **On-Site DVR Intake:** In 2019 WfBC and the Division of Vocational Rehabilitation decided to pilot a co-location service to decrease the wait time of customers with a disability. Due to the 2020 COVID-19 pandemic these services were put on hold. In fall of 2021 and early 2022, WfBC and DVR reassessed for colocation services for intake of customers with a disability, with the intention of growing an ongoing, consistent, and proactive partnership between staff at WfBC and DVR.
- **Continue Interdisciplinary Case Management:** Continue providing bi-monthly interdisciplinary case management between WfBC and DVR to discuss the current reality of client circumstances and allow for better "braiding" of services and funding.
- **Streamlining referral process and data collection.** Conversations between DVR and WfBC indicate a key focus area for improvement is the specific of the referral process (to and from both agencies) and capturing referral data. With the implementation of the revised Interest Form (developed and designed internally by WfBC staff and Boulder County Office of Information Technology), we hope to create a referral system of ease that captures collectable and usable data. In addition, strengthening WfBC staff focus to provide this information in Connecting

Colorado will increase accurate data on shared clients. DVR and WfBC will continue to meet regularly to discuss these topics in particular.

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

As a direct result of COVID-19, WfBC, in partnership with other key County departments, deployed a centralized, fully staffed Virtual Call Center (VCC) to meet the immediate, high-volume demand of community constituents impacted by this pandemic. During this time, we expanded our reach to customers navigating unemployment insurance programs. Staff quickly expanded their knowledge of the unemployment system and the ever-changing dynamics related to benefits and internal agency programs. WfBC teams worked with teams from CLDE Unemployment Insurance to ensure communication to the public was accurate and that process to attain benefits was clear. Teams attended the regularly scheduled UI webinars to stay well-informed. People in the community could call a main phone number and get quick, friendly, resourceful WfBC staff on the phone within moments to address their employment needs.

In fall of 2021, WfBC was able to secure ARPA funding to continue to support the virtual call center with the current virtual call center agent staffing structure and expand the roles to “service navigation.” The Service Navigation team will work directly with the job seekers virtually and in person through walk in services at our offices. Some the services this team can provide are assistance with job searching, Connecting Colorado, networking, resume development and tailoring, interview preparation, career exploration, labor market information, and UI support.

Currently, about 70% of all incoming VCC calls are related to unemployment insurance (UI), people being laid off or furloughed from their current job. The VCC “scaled-up” our UI knowledge base and increased capacity of the agency to address UI needs, challenges, and questions. People calling the VCC often are extremely grateful to have a “live human” to offer support navigating the UI system and simply to lend a listening ear during this difficult time. The VCC also provides resource navigation and referrals (as applicable) to other WfBC services, partners in our one-stop delivery system, and community-based organizations.

Additional initiatives to strengthen UI linkages are as follows:

- **RESEA:** Reemployment Services and Eligibility Assessments (RESEA) program is a combined partnership between UI and WfBC whereas UI claimants are

required to participate with a one-on-one appointment with a WfBC Career Support Specialist. The claimant, with support from WfBC staff, is required to complete assessments, job search contacts and other services to create an individualized job search plan that is reviewed by program staff. If appropriate, a client may be referred to a Career Support Specialist and enrollment into an occupational skills training path.

- **UI Hotline & MyUI+:** WfBC will continue using “UI Hotline” as a primary linkage tool to the Unemployment Insurance (UI) office as needed. Customers will have direct access to UI staff to ask questions and receive immediate responses. In addition, WfBC will continue to support the State’s Unemployment program’s new efforts to modernize the current UI system by attending any available and necessary trainings to better support customers in accessing this program.
- **Wagner Peyser:** WfBC will continue offering one-on-one UI support to customers who call, email, or walk-in to the WfBC Resource Rooms. In addition, these services will continue to be offered virtually as needed, based on customer choice.

Now that WfBC call center staff have expanded their role into service navigation services, we will continue to explore ways to better serve our customers at the front line both in person and virtually. The Service Navigation team will be trained to speak more holistically about our services and resources while conducting intakes that can seamlessly connect individuals to the services available through our WIAO programs and career workshops. As a result of the pandemic, most of WfBC services has been provided virtually and consequently we have been updating many of tools, forms, and resources to electronic forms across the agency; we plan to continue expanding that through PY22 and continuously evaluate how we can most efficiently increase access and services to our customers.

WfBC has resumed RESEA services and conducts individual appointments, virtual or in person depending on customer need, with RESEA participants in order to meet the requirements of the program, generate customer engagement with the workforce system, and create a potential pipeline to WIOA or other employment programs as applicable. These staff members will meet with individuals in a one-on-one setting, provide RESEA services, and act as an entry way to promote the benefits and requirements of WIOA and other employment programs. If a RESEA participant indicates interest in any of these programs, we begin the referral process to the WIOA team to determine eligibility. If a customer is not interested in working directly with a WIOA case manager, we will refer them to a career workshop, or a member of our Service Navigation team will provide a variety of other options for program completion.

For example, some of the services that the Service Navigation team could provide are the following but not limited to:

- Job Search Assistance
- Tailored Labor Market Information
- Resume Critique
- Interview Prep

Ultimately, our goal is to provide great service to our customers as it relates to unemployment insurance as best as we can as well as connect UI claimants that we serve with all the additional services available to them to support them as they look for new work. Every client need is different and unique, above are some of the concrete and mainstream ways in which we will link our services with those of the unemployment insurance offices, yet we will also do this on an individual and customer tailored way as much as needed to be equitable in service to all our customers.

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

Workforce Boulder County has well established relationships with Economic Development Partners. The Workforce Executive Director is a member of the Boulder County Business Partnership, a consortium of local city economic development agencies and chamber organizations. Members of this partnership meet regularly to share key economic development information related to growth and retraction, industry trends, support networking, and to share information on events and other business-related news. During the pandemic the partnership has meet every two weeks to focus efforts on economic recovery for Boulder County.

The WfBC Business Services Team works with economic development agencies to share information, serve common business customers, and develop strategic industry engagement tactics. When new companies are considering Boulder County as their home, WfBC supports local economic developers by providing workforce data reports and attending introductory meetings with the companies to provide an overview of workforce center business services.

Boulder's Local Workforce Development Board President is the Senior Director of Economic Vitality for The Boulder Chamber. Over the past several years a stronger partnership has been formed between WfBC, The Boulder Chamber and The Boulder Economic Council. As partners, we plan to further support area Sector Partnerships,

engage and innovate with business and explore ways of expanding our partnerships with other workforce development entities and community organizations.

WfBC partners with Boulder County Community Action Programs to offer low-income residents' opportunities to increase their assets and better their lives. Boulder County's Personal Investment Enterprise (PIE) program is a source of hope for families with low-income by creating a partnership that helps them achieve their asset goals of home ownership, post-secondary education or small business capitalization. The PIE program offers Individual Development Accounts (IDA), which is an anti-poverty policy strategy that is directed toward enabling struggling families to build assets and achieve economic well-being. IDA's reward the monthly savings of working individuals and families who are trying to buy their first home, pay for post-secondary education, or start a small business through the use of matching funds from private and public sources.

PIE allow participants to save up to \$5,000, with a \$4,000 of this amount being matched. Participants can save for three specific asset areas:

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

All participants are required to complete Financial Workshops and Homeownership Training (if building assets toward purchase of a home) created and offered by Workforce's Community Learning and Empowerment Team. There are specific requirements for each asset area as well, like meeting with the Small Business Development Center and creating an approved business plan before making business purchases. WfBC will continue to support the PIE Program through providing vital financial and homeownership workshops and referral services.

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

Workforce Boulder County is the service provider for all employment and training services for WIOA Adult, Dislocated Workers, Youth and other populations including but not limited to Colorado Works, Employment First, Veterans, individuals with disabilities and other job seeking customers. WfBC also administers and operates Wagner-Peyser funded labor exchange services, which include core job seekers services, and core business services. The system includes the job seeker resource rooms, the Computer Training Center (virtual and in person) in Boulder and Longmont, as well as a learning lab in Longmont which offers customized High School Equivalency (HSE) preparation and testing. Both Title I (Adult, Dislocated Worker and Youth) and Title III (Wagner-Peyser) Programs have been well integrated for many years.

Workforce Boulder County has completed Memorandum of Understanding Agreements (MOUs) with all system required partners. These MOUs outline the roles and activities of each partner in support of the system of services which provide customers access to educational and career pathways that result in meaningful employment.

WfBC continues to work with the Department of Housing & Human Services (DHHS) Colorado Works and Employment First (SNAP) Teams to maximize collaboration, streamline referral processes, and enhance wrap-around services. WfBC and DHHS staff meet regularly to continually support Colorado Works and Employment First participants with accessing and benefitting from WfBC services including: work-based learning, paid training and certification acquisition, career and financial workshops, career assessments, and more. WfBC and DHHS coordinate services through five main strategies:

1. Support a career services continuum, meeting Colorado Works and Employment First customers where they are, whether they are searching for their first job or looking to regain skills to advance their employment.
2. Integrate and align services in a manner that allows for the referral and service-delivery system to be flexible and responsive to current needs of the individual customer and community.
3. Collect and analyze data and track participant trends, needs, gaps-in-service; use data to drive shared programmatic decisions.
4. Build seamless transitions and ongoing “feedback loops” between programming for holistic participant support. Frequently evaluate the effectiveness of how clients flow through our connected system and move towards sustainable employment.
5. Utilize similar career development processes, philosophies, and language in WfBC and DHHS to generate continuity of service delivery for participants.

To increase awareness, WfBC will continue to solidify the referral systems between WfBC and our partners, which includes Division of Vocational Rehabilitation, Boulder Valley Family Literacy, Front Range Community College, Boulder County Department of Housing and Human Services, the regional family resource network agencies (EFAA, Sister Carmen, and OUR Center), Mental Health Partners, community justice system, and other key partners.

WfBC will continue to directly connect with the frontline staff at our partnering agencies to ensure that current, clear information about WfBC programs and services is easily transferred to customers. As WfBC and other community agencies begin to open in-person services to the community, we will revisit whether to have a WfBC Career Support Specialist on-site at certain partner agency locations for relationship building, intake & eligibility determination, and case management/ongoing support. Having an "onsite" Career Support Specialist can be a very effective strategy increase awareness and access to WfBC, especially for those customers most in need who may have barriers accessing WfBC directly and/or may be apprehensive connecting with a government agency.

WfBC distributes a monthly "WfBC E-Newsletter", which includes current information on Unemployment Insurance, labor market information, updated descriptions of our services and how to access, customer success stories, and more. We send this newsletter to businesses, community partners and referring agencies, and other programs within Boulder County. WfBC will continue to release regular E-Newsletters so that our community has the most up-to-date information about WfBC and feels informed about current labor market trends. WfBC solicits feedback from staff and partners for feedback on this E-Newsletter in effort to evolve this tool to meet the changing needs of our community.

WfBC, in partnership with the Community Services Communication Team, regularly posts targeted outreach on social media posts, including Next Door, LinkedIn, Facebook, and more. WfBC participates in a department-wide social media forum to strategize and implement methods to grow the number of people and business that "follow" our social media sites.

A key strategy to increase WfBC awareness includes providing 'WfBC Roadshows' for the community. Our Roadshows are interactive, engaging, and fun PowerPoint presentations, updated multiple times annually to stay current with community and agency needs. We offer Roadshows to our current and potential partners to get a true sense of what WfBC can offer and how we benefit our community. We tailor these Roadshows to audience need; we can over a complete "overview" of our services or

Roadshows that are specific to a certain WfBC service or population. We use language that is understandable, inclusive, and community centric. Staff that deliver WfBC Roadshows deeply believe in the mission and values of WfBC and the power of human connection.

In spring 2021, WfBC deployed an 'Interest Form', an in-house created, innovative tool to increase accessibility into enrollment and eligibility-based programs. Community partners or individuals can directly access the Interest Form online, 24/7, in both English and Spanish, from our WfBC website. Once the person completes the form, the "behind the scenes" system automatically triages the form to the appropriate program, based on how the customer completed the form. WfBC in partnership with the Boulder County Office of Information Technology, is working to refine and evolve the Interest Form using data from this past year of implementation. WfBC's Interest Form garners the feedback of the Boulder County Racial Equity Panel to ensure this centralized, electronic access point to WfBC is as inclusive as possible. The new version of the Interest Form (which is driven by WfBC staff doing the front-line work) will "go live" in May or June of 2022. WfBC will collect regular data from the Interest Form to inform future decisions of widening community access to our agency.

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

WfBC Boulder
1333 Iris Avenue
Boulder, CO 80304

WfBC Longmont
515 Coffman Street, Suite 150
Longmont, CO 80501

Virtual Offices accessed through phone and MS Teams.

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

WfBC's key strategies for integrating core programs in PY22 include:

- Continual program cross-training for front-line staff
- Holding on-going awareness events
- Encouraging all WfBC staff to connect with both mandatory and other key community partners to build first-hand partnerships
- Engaging partner leadership as members of the local board
- Development of formal, streamlined referral processes across programs.
- Create opportunities for staff and customers to provide regular feedback that will support continual growth and improvement of our services, especially as it relates to equity of access and quality of our services

WfBC's MOUs with required partners include a description of how to access services, coordination requirements, a list of services to be provided by each partner, procedures for sharing data and a description of referral processes.

WfBC is co-located with other key partners including Area Agency on Aging Services, Housing and Human Services programs, Public Health, Housing Authority, and Mental Health Partners. The St. Vrain Community Hub offers state of the art space for customer and partners to collaborate and develop innovative service delivery practices. WfBC moved our Boulder office from a private office building to a Boulder County campus in August 2020, however, due to the pandemic we just opened this office to the public on April 4, 2022. This campus includes the Department of Housing and Human Services, Public Health and sister divisions within the Community Services Department (Area Agency on Aging Services, Community Action Programs, Community Justice Services, Head Start, Strategic Initiatives as well as the Fiscal and Administration Teams). Physically located WfBC services onsite with other community programs furthers our progress of integration and weaving of programming, offering an interconnected service delivery model to our community.

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

WfBC will continue to co-locate Title I and Title III core programs as well as Colorado Works (TANF), Employment First, Veterans Services (including the Disabled Veteran Outreach Program), Trade Adjustment Assistance, Governor's Summer Job Hunt, Personal Finance Coaching, discretionary programs and Unemployment Insurance initiatives.

Resource sharing is accomplished through an approved Cost Allocation Plan outlining common costs and methodology for cost allocation. Core services provided through other one-stop partners including Adult Basic Education and the Division of Vocational Rehabilitation are coordinated through a Memorandum of Understanding developed at the State and local levels which outlines infrastructure agreements as well as roles and responsibilities of each partner.

- 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.

Workforce Boulder County's Longmont Hub office models one-stop service integration. The Longmont Hub is a (LEED Platinum) building which houses Human Services, Housing, Mental Health Partners, Public Health, and Workforce. Co-location of these key partners supports the values of a customer-centered approach in an inclusive and welcoming environment. The WfBC Boulder office relocated to the centralized Boulder County Campus in August 2020 which houses the same entities as the Longmont Hub.

Both offices offer access to desktop computers with headsets so customers can access MyUI+, UI Chat, Connecting Colorado, WfBC.org website (with many employment and career resources), online workshops (if they do not have technology at home), LEARNS (our online financial & homeownership workshop registration system), Virtual Job Shadow, and our self-paced Computer Training Center (CTC). Further, each of our in-person locations have Service Navigators available during office hours to assist customers with utilizing these various applications as needed. Due to the impacts of COVID-19, WfBC displayed great resiliency in being able to pivot from face-to-face services to offering our services virtually and over the phone which we will continue to do as needed and by customer preference.

With the onset of COVID-19, WfBC has increased our ability to work remotely and with varying levels of technology to address the business and customer needs in our community. WfBC staff have both the hardware and applications needed to work from home and communicate with each other and after two years, we are quite accustomed to using technology to expand virtual access to the community.

As evidenced over the past two years, WfBC's virtual services are valuable, well-utilized, and offer access to people who have difficulty coming to a physical office.

During the height of the pandemic, our virtual call center received, on average, over one-hundred calls per day. Our virtual career workshops saw an enormous increase in attendance. From January 1, 2021 through December 31, 2021, Workforce Boulder County had approximately 4,743 unique individuals (8,759 workshop services) in our career workshops. WfBC added fresh, community-driven career workshops to our portfolio (and will continue to do so) including: Working Remotely: Will It Work For You?, Negotiating Your Salary, Overcoming Difficult Work Histories, Capable & Confident in Your Job Search, and Future of Work (in partnership with Katherine Keegan with CDLE).

We continue to use virtual methods for hiring events, job fairs, rapid responses and employer meetings into PY22 as selected by the employer.

- 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.

WfBC integrates targeted, modern assessment tools and processes throughout all stages of career planning to best guide job seekers in the community towards sustainable employment. Assessments help identify interests, personality traits, transferrable skills, academic aptitude, strengths, and potential career paths and occupations of people in the community seeking to gain or enhance employment opportunities. Specific examples include:

Interest Form: our online, 24/7 accessible Interest Form (in both English and Spanish) serves as a centralized, electronic access point for any individual in our community with employment needs. The new version of the Interest Form (estimated implementation: May or June 2022) asks simple demographic related questions, determines referral sources (which allows for data collection & partnership building), and gains a general understanding of the needs and WfBC services individuals need.

Initial Assessment: our Initial Assessment invites an overview of the client's background, current situation, interests, needs and goals. This directs our next steps with serving the client efficiently and appropriately.

Comprehensive Assessment: During WIOA enrollment and individualized employment planning, Career Support Specialists take a deeper dive into the Initial Assessment and begin putting action steps into the client's employment plan. This creates a roadmap of steps for the client to take in order to be successful in obtaining employment.

The following assessments are available for Career Support Specialists:

Myers Brigg Type Indicator Form Q: Encourages self-awareness, identifies strengths related to employment, helps with perspective taking and teamwork, and generates ideas for possible career paths/ occupations.

16 Personalities: free version of Myers Briggs. People discover their personality type of the 16 personalities created by Myers & Briggs and find their strengths.

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

My Next Move (connects with O*Net): interactive tool for job seekers and students to learn more about their career options.

Strengths Finder: Identifies top areas of strengths and areas where people already excel. It provides people talking points to highlight their abilities for future and current employers.

VIA Strengths: Highlights key character strengths and positive components and self-assessment for personal values.

AZTEC: Assesses aptitude areas such as mathematics and reading comprehension to thoughtfully guide individual education plans for WfBC's High School Equivalency (HSE) program. Also serves as an academic preparatory system/study session for students.

Kenexa (formerly Prove it! and Assess): Useful to both job seekers and businesses wanting to assess skill mastery. There are hundreds of skills assessments for clerical, software, technical, call center, industrial, financial, legal, medical, etc.

YouScience: YouScience uses aptitude-driven "brain games" to measure real abilities. YouScience partnered with research foundations and psychometric institutions to create a proprietary algorithm linking your natural abilities with job skills that are critical for career success

Virtual Job Shadow: a career exploration assessment that empowers individuals to discover, plan, and pursue their dreams with unique video0based career planning platform.

My Colorado Journey (Colorado Department of Higher Education): free, groundbreaking statewide platform that connects people to work, education, support services and action planning. This powerful, personal and private platform provides specific action Steps to achieve the Goals people select for job, career and education, whether it's finding the right job or finding a coding camp or college to update their skills.

My Skills, My Future: deliver integrated, easy-to-understand workforce information that helps job seekers, students, workers, workforce intermediaries, and employers develop their capacity and make sound economic decisions in the new economy.

Positive Intelligence (PQ): is the science and practice of developing mastery over your own mind so you can reach your full potential for both happiness and success.

Truity: hosts a variety of free versions of personality assessments, including Enneagram, Big Five, Career Profiler, and more.

Indigo Pathway: assessment to get to know oneself better – assesses strengths, motivators, and behaviors. Focuses on careers that do not require a four-year degree but still lead to a purpose-driven happy life.

CAREERwise – Career Cluster: survey lets people rate activities they enjoy, their personal qualities, and school subjects they like. People can see which **career clusters** are a match for their interests.

Occupational Mobility Explorer: skills-based approach to occupational mobility; helps people identify their transferrable skills from one occupation to another.



Career Support Specialists conduct a comprehensive assessment for all WIOA program participants. These assessments help in the creation of an individual employment plan that matches an individual's skills, knowledge, abilities and career goal interests. Staff utilizes Connecting Colorado to track customer assessments to prevent unnecessary duplication or too many assessments. Cross-program staff will also work together to share assessments to avoid duplication or multiple assessments per customer. For example, if a customer completes the Accuplacer assessment for enrollment in community college, this assessment will take the place of the TABE for WIOA customers. Staff share results to support customers in applying

assessment results and moving forward on career goals.

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

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

accessible for individuals with disabilities. WfBC will also utilize other community resources available (Center for People with Disabilities, Imagine, Mental Health Partners, etc.) to increase and maintain staff capacity as well as provide supports for customers with disabilities.

Workforce Boulder County is monitored annually on ADA and Equal Opportunity matters. Boulder County policies have been implemented or updated to provide guidance and outline procedures in these areas. Accessibility will remain a priority for Workforce Boulder County. In 2021, WfBC staff completed a Programmatic Accessibility Training offered on-line through the Rocky Mountain ADA Center. This training is supported by the Colorado Department of Labor and Employment, Colorado Department of Education, and Disability Employment Initiative, and it is now included as part of the onboarding process for every new hire at WfBC.

- 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 Local Workforce Development Board (LWDB) will support continuous improvement by engaging with WfBC staff on new and changing industries and educational providers. The LWDB will conduct a regular review of the Eligible Training Provider List (ETPL) and make suggestions on new educators to pursue and educators to remove for compliance or other reasons. WfBC supports continual cross-training/understanding of system partners, vetting provider services with LWDB business representatives, and analyzing customer feedback. WfBC will expand the practice of utilizing and supporting evidence-based interventions and data-driven decision making. Through research and use of EMSI and other labor market reporting system WfBC identifies current trends that inform program development, service delivery and specific guidance provided to partners and customers.

- 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.

WfBC does not provide contracts for training services. WfBC uses, and will continue to use, Individual Training Accounts. The LWDB will review, revise, and approve policy to reflect the specific requirements of training providers and ensure that informed customer choice is maintained.

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

WfBC uses a lens of racial equity and inclusion in our community outreach and engagement plans and efforts. We continue to educate ourselves, learn from each other, make mistakes and grow, and encourage trainings to build staff capacity around issues that may affect various communities within Boulder County. Racial Equity and Inclusion is fundamental in generating connection and relationships with our community. WfBC deeply values community collaboration. WfBC makes it a priority to continually connect with partners in our community that directly serve individuals that most need our support. A sample of these highly valued partnerships include:

- Regular participation in the Family Resource Network (FRN). The mission of the FRN, based on a two generational approach, is for Boulder County to have a fully integrated system of service delivery, organized through a county-wide governance structure comprised of citizens, schools, community-based entities, and city/county government aimed at improving self-sufficiency outcomes of families and social, emotional, and academic outcomes of children and youth.
- Onsite career support and financial workshops at organizations that provide basic needs assistance for individuals and families in our community, including SPAN (domestic/intimate partner violence center), Boulder Housing Partners (primarily Latinx community), Sister Carmen Community Center, OUR Center, Emergency Family Assistance, re-entry services at the jail, and more). Onsite service “meet the clients where they are”; reduces transportation costs or need to find transportation; offers a familiar, non-government location can increase referrals; provides services in areas of the County where WfBC does not office, such as East County and the jail.
- Annual contract with Department of Housing & Human Services IMPACT Program, a partnership of 11 non-profit and government agencies serving the needs of youth and families who are involved with juvenile justice, child welfare and/or mental health agencies. Via this contract, WfBC created partnerships and a defined, streamlined access point and referral system to connect with youth who may have challenges to education to WfBC’s High School Equivalency (HSE) Learning Lab. WfBC’s partnership with IMPACT is a collaborative approach to getting kids and families back on track.

WfBC staff created a “WfBC Road Show,” a dynamic presentation about programs and services focused on target populations including individuals with disabilities, low-income families, veterans, long-term unemployed, justice involved, individuals experiencing homelessness and English Language Learners. The “WfBC Roadshow” is readily available, easily tailorable to internal and external partner agencies and compliments other cross-training programs that occur throughout the coming years. Annually, WfBC presents this Roadshow to the LWDB to position members to understand and communicate our message to the networks within their industry sector or area of work. WfBC staff from all programs within the agency review the roadshow annually (or more frequently, as needed) to ensure this presentation mirrors the most-up-to-date services WfBC has to offer, includes recent and relevant data that shows program impact, and meets the unique needs of stakeholders.

Productive and successful outreach and community engagement requires a solid communication infrastructure within WfBC to ensure staff have working knowledge of how to outreach and triage referrals for targeted populations. As an example of this, our local DVOP provide multiple presentations to individual teams within WfBC and to WfBC as a whole on the referral process for the Vet Triage Form. This continued “in-reach” by the LVER ensures that WfBC staff have the resources and knowledge they need to identify vets and refer them appropriately to DVOP.

To expand our reach, WfBC is active on social media platforms, including WfBC’s Facebook page, WfBC’s LinkedIn page, and NextDoor. When applicable, WfBC releases newspaper articles, participates in radio interviews, and provides content for partner newsletters and websites to reach out to specific and general customer groups. In 2020, the WfBC Executive Director released a regularly circulating WfBC newsletter to key community stakeholders and partners. This newsletter includes a “spotlight” on services within WfBC, current trends and hiring needs/practices within our local economy, the future of work, information on in-demand industry sectors and occupations, needs of the job seeking community, and more. The WfBC newsletter aims to bring us together as a collective community to solve complex, county-wide challenges facing businesses, job seekers and our local economy.

The goals and objectives of these outreach efforts include, but are not limited to:

- Improve WfBC’s understanding of equity and inclusivity issues that affect communities with specific barriers and challenges.
- Improve public perception and awareness of workforce development services for individuals with barriers to employment.
 - Well-developed and deployed outreach strategies to specified customer markets.

- Refinement and clarification of WfBC messaging.
- Customers with barriers to employment are consistently more aware or quickly made aware of relevant programs & services, as evidenced by increasing customer contacts and services.
 - Individuals with barriers to employment will have increased opportunities to enter employment and advance in their career.
- j. Describe your specific outreach strategies to eligible New Americans and your objectives for this effort. In addition, what strategies will you deploy to ensure your services and programs effectively serve eligible New Americans?

Workforce Boulder County plans to work alongside other Colorado Urban Workforce Alliance (CUWA) members to conduct inventory of organizations serving New Americans along the front range, outreach to these service providers and convene partners as needed to widen access to New Americans. Additionally, we are currently receiving Afghan refugees and are reconnecting with the resettlement agencies that provide services, to ensure we are appropriately supporting needs and not duplicating efforts. Our community agencies that are already serving New Americans are strong partners: Sister Carmen Community Center, Emily Griffith Technical College, the Spring Institute, The Denver Foundation, and other grass roots organizations. Our Spanish speaking staff are attending community meetings and learning of needs and interests in Spanish speaking populations. We recently connected with Entrepreneurship for All (**EforAll**), a nonprofit organization that partners with communities to help under-represented individuals successfully start and grow a business. Finding opportunities to synergize the capabilities of our organizations is a key strategy.

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

The focus of the LWDB is to maximize tools, communication, and partnerships in support of Workforce Boulder County's strategic initiatives to serve clients. The Board supports Business Services, Sector Partnerships, Career Pathways, and Work-Based learning by engaging with business partners to provide organized, evidence-based information to WfBC and their training partners. This allows WfBC to guide job-seeking clients to in-demand occupations and growing industries, while providing them opportunities for career identification, development, and growth. The LWDB is also

committed to promoting youth career development opportunities in Boulder County's key industries, accomplished by working with board members to expand learning, education and mentoring opportunities for youth in relation to in-demand occupations, including soft skills training and utilization of the LWDB for work-based learning openings.

WfBC has strong, long-standing partnerships with Front Range Community College, Boulder Valley School District, and St. Vrain Valley School District. To further that work, WfBC has established a committee involving Boulder Valley and St. Vrain Valley School Districts' Career and Technical Education staff and Front Range Community College. This committee (The Boulder County Talent Collaborative) meets regularly to develop strategies that assist young adults in moving through the employment continuum toward sustainable careers. WfBC WIOA Programs support work-based learning opportunities in in-demand industry sectors and provide career coaching, job search planning, post-secondary education support (as applicable), and confidence-building. This collaborative effort will help to build a strong, systematic approach through the development of local Career Pathways, and each partner will support student career development through education and work-based learning opportunities.

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

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

Workforce Boulder County continually assesses all programming available and designs services to best support and serve adults and dislocated workers. Through close partnership with JVSG staff and community partners, WfBC receives more referrals and support requests from dislocated workers. With the co-enrollment of programs such as dislocated workers and CO Responds and Recover CO, WfBC can provide a more thorough service delivery to these participants with a strong focus on occupational skills training and work-based learning.

Workforce Boulder County has developed several strategies designed to expand services to adult and dislocated workers. WfBC will continue to participate in the National Emergency Grants (Recover CO and CO Responds) which provides support to dislocated workers who are currently unemployed by temporarily expanding capacity to serve this client group and meet the increased demand for employment and training services.

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

- Active outreach to individuals who have completed an RESEA one-on-one appointment.
- Outreach to individuals who have recently filed a claim for Unemployment Insurance and have who have registered or updated their registration in Connecting Colorado.
- Co-location at the St. Vrain Community Hub (the Hub) with other community service providers, including Housing and Human Services, Mental Health Partners, and Public Health, will allow for increased cross-program/department integration of services, especially for clients accessing services from multiple Boulder County departments.
- Recent co-location of the Boulder office with other community service providers (August 2020)
- Training partnering agencies on the intake and basic eligibility of programs through the usage of the Universal Application. The functional integration of service delivery teams and programs to provide key services by enhancing intake and outreach process to include adults who are low income or basic skills deficient.
- The expansion of existing partnerships with the Business Services and Internship staff to assist individuals with job placement, job development, and work experience needs.
- Refocusing Case Management by improving staff competencies to serve diverse client needs. WfBC expects this will involve additional staff training and will shift the service delivery model to a more time-intensive one with a greater demand for essential services. These include one-on-one coaching, job development, referrals to Business Services, and competency development through workshops and available trainings.

As to the types of training provided to Dislocated Workers, the pandemic rapidly increased the availability of remote learning. This created access to a stunning number of high quality, in-demand certification programs such as Cornell University's Program

Manager 360, University of California Irvine's Accelerated Certificate Programs, as well as Colorado Community College courses such as Medical and Legal Interpretation. Location is no longer a barrier, and this remote learning avenue is being widely used by our clients. Career Support Specialists are becoming more and more adept and knowledgeable in supporting these training pathways.

During PY20, Workforce Boulder County created an inter-team task force to support Rapid Response functions during a lay off. This well-integrated team with varied subject matter expertise will also grow to support intensive service delivery to effected dislocated workers.

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

Workforce Boulder County offers a host of programs, services, and opportunities for young adults in Boulder County and the St. Vrain Valley School District. We offer services for young adults in two office locations, one in Longmont and one in Boulder. We also support virtual career coaching, online remote learning, and other supports which include the same depth of support from WfBC staff, via text, email, phone calls, or video conferencing services. We encourage the Positive Youth Development Model, follow a trauma-informed approach, incorporate Appreciative Inquiry and Motivational Interviewing, and embody a strengths-based model in how we deliver our services. We support a culture of ongoing learning and will continue to seek out current evidenced-based and other practices that support us in providing the best in public service to young adults.

WfBC recognizes that young adults who are out of school are the most in need in our local area. In PY21, we will focus recruitment efforts on Out of School Youth populations and connecting with community partners that serve this population. The WIOA Young Adult Program prioritizes service to those most in need, including young adults with disabilities. Staff on the Young Adult Team partook in the state ADA Training and continue to expand experience and knowledgebase on working with people with disabilities.

WfBC specific services for young adults include:

- **Learning Lab for High School Equivalency Diploma (HSED).** With this program, young adults have a trained, passionate and dedicated instructor working alongside them to identify academic strengths, develop a curriculum plan, support with testing accommodations (if needed), financial and personal support in scheduling pretests and exams, warm-hand-off connections with resources to support post-graduation goals, and ongoing support and confidence building.
- **Ongoing Career Coaching.** Our Young Adult Program offers people who are most in need with long-term career support. Our Young Adult Career Support Specialists help customers learn more about themselves (such as their strengths, interests, values, and skills), explore and research viable careers (what industries have job growth, which employers are currently hiring, educational requirements for careers, how and why to set-up informational interviews and/or Virtual Job Shadow), target a specific career path and set goals to get there, create a resume and prepare for interviews, how to search for jobs, and much more. WfBC staff truly believe that when we help young adults see their strengths and value through our authentic connection with them, we grow confidence, opportunity and hope - the foundation for any career pathway.
- **Post-Secondary Education Support:** WfBC Young Adult Career Support Specialists are dedicated to helping young adults make decisions that best align with where they are now and where they want to grow for their education. We offer ongoing, one-on-one help for young adults with college admission applications; filling out financial aid applications (FAFSA and other scholarships/grants); connections to available educational programs; explain the differences between and the pros/cons of associates degrees, bachelor's degrees, and certification trainings; and more.
- **Work Experience.** WfBC works with young adults who have limited or no exposure to the working environment. Through paid work experiences with employers in our community, young adults gain exposure to the working world and real-life jobs, allowing them to grow skills, confidence and knowledge of potential career opportunities available to them. Work experience also provides the chance for young adults to network with people in the work-world and build professional references.
- **Occupational Skills Training:** As funding permits, WfBC can provide scholarships and support to young adults in growing careers. We focus on short term certifications and training related to identified industries including Information Technology, Healthcare, and Manufacturing.
- **Basic Supportive Services:** This includes such things as transportation, school supplies, obtaining work or interview clothing, eyeglasses, light car repair, etc.

- **Financial Literacy:** WfBC is unique in that it has a financial workshop program (in both English and Spanish), in existence for over 13 years, led by a certified Association for Financial Counseling & Planning (AFCPE) and Department of Housing and Urban Development (HUD) staff member.
- **Assessments.** WfBC offers a wide variety of assessments (see pages 25 and 26 for full list). We provide two assessments specific to the young adults: YouScience and Strengths Finder for Students. Both assessments illuminate a young adults' strengths and talents, often an area they have not yet explored. YouScience offers a list of potential careers tailored to the young adult's strengths, aptitudes, and interests.
- **Short-term career coaching.** For young adults who need short term career support (young adults for whom do not qualify for the WIOA Young Adult Program and/or who do not need long-term support), WfBC offers virtual career workshops (available for those 16 years old and up) with additional one-on-one career coaching post-workshop.
- **Connection with local employers hiring.** As we enter into the new PY, WfBC aims to support young adults looking for employment by growing and targeting relationships with local employers who offer entry level positions for people with little to no work experience and/or are open to working with/mentoring young adults to build their skills, confidence and work experience.
- **Young Leaders Academy.** In PY20, WfBC was fortunate to receive funding to create and implement Young Leaders Academy (YLA), a 6-month program geared towards Black, Indigenous, and People of Color (BIPOC) young adults. YLA is a "cohort based program" that incorporates a thorough orientation; tailored education and career planning; a six-week leadership training in mentorship, community networking, career development, financial literacy, racial equity and inclusion, and more; one-on-one coaching; and an individualized "track" for each young leader in either high school equivalency prep and support, work-based learning, or occupational skills training. While funding ends 12/31/21, WfBC plans to take lessons learned from YLA and integrate these into the current Young Adult Program.
- **Follow-up Services:** To ensure ongoing success, WfBC provides continual engagement with young adults following their exit from the program. All young adults receive follow-up services for a minimum duration of 12 months and can include support and confidence building, problem solving work-related issues, help in securing a better paying job, career pathway participation, accessing relevant education or training classes, community resource referrals, and other supports based on the individual young adult's needs.

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

For PY21 WfBC will be working with one ABE partner in the Boulder local area. Relationships established with Community Educational Outreach (CEO) includes a formalized MOU and Infrastructure agreement to ensure that duplication of services is eliminated and the value of services between the two partners is quantified. In addition, a creation of clear referral and partner expectations is agreed upon and documented with quarterly check-ins between WfBC and CEO. The Director of Operations from CEO is an active member of our Workforce Development Board.

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

Workforce Boulder County maintains comprehensive policies, vetted and approved by the LWDB, addressing the use of supportive services and related allowances. Currently, local WIOA customers are eligible to receive supportive services for transportation and several other key necessities which directly support employment and training. The WfBC policy also addresses the coordination and referral of services to other entities to avoid duplication of resources and set limits on the funding and duration of such services. WfBC Program Staff responsible for approving supportive services are required to adhere to the guidance and procedures set forth in the local policy.

Program staff will conduct an assessment to ensure supportive service needs are documented on all customers who are eligible for and enrolled in WIOA programs.

Program staff will comply with WfBC policies for procuring goods/services and fiscal procedures. These policies address the competitive bid process, exceptions for sole source procurement, and required forms. All supportive services should be purchased directly from an authorized WfBC vendor, when available. A list of vendors is on file in the fiscal department. After services have been completed and invoices have been received, payment will be made directly to the vendor by voucher.

WfBC will continue to support our clients in having access to affordable transportation options.

We will collaborate with Boulder County's Mobility for All Program to better understand the transportation related data of our community and how best to serve their transportation needs.

The goal of the Mobility for All (M4A) Program is to promote accessible, affordable, and equitable multimodal (transit, bike, etc.) transportation options for residents of all ages and abilities and to raise awareness that transportation is a basic social, economic, and health need.

The program;

- Conducts public education and outreach on multimodal transportation options
- Provides multimodal transportation assistance through a variety of projects
- Fosters collaboration between transportation and human service organizations

Our new Boulder Office is located on the corner of Broadway and Iris Avenue in Boulder. This office has very good access to public transportation lines. This office opened for full services including walk-in services on April 4, 2022.

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

Workforce Boulder County services include the full integration of employment services in the Wagner-Peyser Act (29 U.S.C. 49 et seq.) This structure allows for a seamless delivery of the full spectrum of employment and training services for the Boulder County community.

Workforce Boulder County continuously reviews staffing needs and work capacities, technologies and applications, and practices supporting program eligibility, referrals and access. Our Wagner-Peyser services are on-site at both in-person offices, Boulder and Longmont as well as through our virtual call center.

WfBC offers user-friendly job search resources such as computers with updated software (Microsoft Office); internet access to job listing sites (including America's Job Network and Connecting Colorado); help with online job applications; resume software; assessment and career information software programs; assistive technology; phones, faxes and copier, scanners, and telephones; job listings board; handout tips for job searching; and newspapers, books, periodicals and magazines.

Our job seeker services include assistance in registering for Connecting Colorado, providing information about unemployment insurance benefits, initial assessments, numeracy and literacy assessments, job search assistance, career coaching and career planning, and access to WfBC programs for individualized services.

WfBC offers a variety of virtual and in person career workshops designed to meet the needs of anyone in the community looking for work and for those who are employed and looking to change careers or enhance skills. WfBC offers workshops such as: Career Exploration, Job Searching, Updating and Tailoring Your Resume, Interview Preparation, LinkedIn 101 and LinkedIn201.

The Workforce Virtual Computer Training Center offers self-guided programs to help people learn a variety of computer skills including Outlook, Access, Word, Excel, PowerPoint, and many others. WfBC uses software called Custom-Guide that allows people to improve their computer skills from wherever they have access to a computer and the internet. Through interactive e-learning, people can move at their own pace, select the programs they want to learn, and grow their skills and confidence.

The Business Services Team provides a robust variety of no-cost services to help employers meet their recruitment needs and develop a qualified, talented workforce. The team is focused on providing local businesses with recruitment assistance, candidate screenings and assessments, labor market information (LMI), training and retention for employees, and connection to other local resources.

WfBC has co-located both English and bilingual staff at both One-Stop Centers. Our virtual call center allows staff to connect with customers either in the office or remotely. The call center will be used as a triage tool for customers to connect in the areas of job seeking, business services, and assistance in Spanish translation in relation to employment.

WfBC will also continue to enhance the eligibility determination and documentation needs of the programs by enhancing the Universal Application which allows for customers to complete one form and help staff pre-screen for program eligibility. Along with the Universal Application, WfBC continually updates the Service and

Program Eligibility Matrix, a reference tool to determine eligibility more quickly and to identify co-enrollment opportunities, and a service strategy that can allow for more rapid re-employment. These tools will be utilized to further develop and establish WfBC's triage approach for all customers.

In 2020, WfBC launched an electronic entry point for all customers. Our "Interest Form" allows customers to easily communicate their specific interest in our services and we provide a quick response to the customer and connect them as quickly as possible to services. The form also allows us to capture pertinent customer information for better triaging purposes.

This customer access tool:

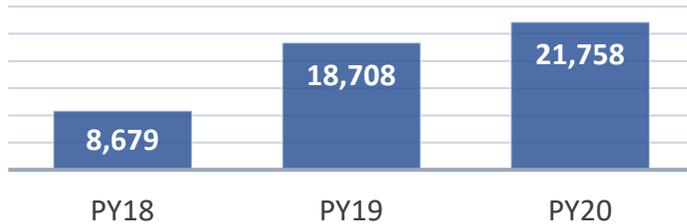
1. Promotes greater awareness & access to eligibly/enrollment-based programs.
2. Assesses interest and motivation levels of potential clients.
3. Fosters engagement.
4. Helps with client triage to appropriate programs/services.
5. Reduces downstream paperwork and questions (duplicates); increase program enrollment efficiency.
2. Serves as a first point of electronic entry into "enrollment programs": ongoing, intensive, and/or funded services:
 1. HSED Learning Lab
 2. Occupational Skills Training
 3. WBL
 4. Ongoing Career Coaching
3. Administered one time.
4. Available in English and Spanish.
5. Available 24/7 to the community.
6. Staff respond to Interest Forms within 2 days

The number of Wagner-Peyser customers and services increased significantly over the last three years. With the enhancements of technology, virtual access and increased staffing responsiveness and service delivery were improved. It is expected in the years ahead that labor shortages, a dynamic every-changing labor market and our larger community reach we will continue to strengthen our Wagner-Peyser services.

The number of **Job Seekers increased** measurably compared to the prior two program years, with a 116% increase in PY19 and an additional 16% increase in PY20 – these numbers continue to reflect the impact the pandemic response on Job Seekers.

151% increase from PY18

Job Seekers



Job Openings reflect the available jobs employers have posted for Job Seekers. Job Openings **increased by 55%** from PY19, perhaps reflecting a rebound in job orders as COVID19 restrictions are loosening following the increase in vaccinations within Boulder County.

95% increase from PY18

Job Openings



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

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

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

Currently, Workforce Boulder County does not utilize any subcontractors to provide services. WfBC follows both their Division and County policies for grant purchases. The One Stop Operator was competitively bid out in 2017 with the Strategic Initiative Division of the Community Services Department successfully securing the contract.

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

To be determined.

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

The LWDB is committed to continuous system improvement through a variety of key initiatives and strategies, including the use of data to design programming and building and maintaining knowledge about industry talent needs, using a racial equity lens when developing and delivering services and integrating the communities current and future employment and training needs into our work.

WfBC successfully cultivates and maintains relationships with local, key-sector businesses and industries through collaborative partnerships, membership in professional organizations, and usage of statewide data sources. WfBC has strong partnerships with the Boulder Chamber (and other local chambers, including the Boulder County Latino Chamber), the Small Business Development Center, Colorado

Urban Workforce Alliance (CUWA), all local area Chamber of Commerce organizations, WfBC's own board members, and many other local and regional committees that provide an opportunity to network with potential employer partners (including Sector Partnerships).

The LWDB will play a vital and strategic role in supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning through the following activities:

- Provision of labor market information and industry specific trends
- Active participation in sector partnerships and advisory councils
- Facilitation of training, hiring and advancement of priority populations
- Identification and expansion of work-based learning sites
- Participation in panels, workshops, and planning sessions

The Workforce Boulder County Board is appointed by the Chief Elected Official (the Boulder County Board of Commissioners) annually in January. The board's current membership consists of at least 51% business representation including members from local targeted industry sectors of Information Technology, Healthcare and Manufacturing.

WfBC conducts a recruitment campaign one time per year. This campaign includes networking with economic development agencies, attending local business events, email communications, local television announcements, and information posted on the WfBC website and Boulder County's website as well as social media postings. The business services team determines specific industries in which to target recruitment based on labor market data and demand, and specific industry related projects such as Career Pathways program development in Information Technology, talent development needs in Healthcare, and labor shortages in Manufacturing.

The Boulder County Workforce Development Board is made of diverse and knowledgeable community members who actively participate in meetings and support our local system. Our members have supported activities such as; September Workforce Development Month Events, IT Sector Partnership, Healthcare Sector Partnership, grant application support, expanding our work-based learning worksites, board recruitment, data collection and networking with the local business community.

Our members attend an orientation which provides training on WIOA including core programs and services, funding structures, local employment and training strategies and board goals. Most of our board consists of key industry sectors and we regularly

engage industry contacts in prepared for recruitment when needed. Our full board meeting agendas are set during our executive sessions and each meeting is recorded.

Our board will continue to use reports from Connecting Colorado, EMSI and other relevant sources to drive and track our strategies. We share our performance with staff, board and community partners. We publish an Annual Report which outlines our demographics, performance and strategic initiatives.

Our local board uses data to drive our priorities and best serve our community. We create a Workforce Activity Report for review and discussion at each Workforce Development Board meeting. This report includes data related to volume (job seekers and job orders), demographics, industry sectors and service delivery. We also demonstrate our value of data through hosting presentations, creating specific impact data sheets and utilizing EMSI to generate industry profiles that inform sector specific partnerships and projects. We will continue to use data to support the direction of our program and the future of work in our local area through PY22.

21. Use of evidence in decision making and program implementation

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

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

be conducted by an independent entity external to the organization implementing the intervention.

- c. **Preliminary evidence:** meaning at least one evaluation report has demonstrated that an intervention or strategy has been tested using a well-designed and well-implemented pre/post-assessment without a comparison group or a post-assessment comparison between intervention and comparison groups showing evidence of effectiveness on one or more key workforce outcomes. The evaluation may be conducted either internally or externally.
- d. **Pre-preliminary evidence:** meaning there is program performance data for the intervention showing improvements for one or more key workforce outputs or outcomes.

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

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

Workforce Boulder County is moving from d. Pre-preliminary evidence to C. Preliminary evidence. WfBC is preparing to implement a rigorous evaluation of our WIOA program using quantitative and qualitative methods. During the second half of PY21 we are developing our methodology and working with MIS to obtain data for PY20. The PY20 data will provide optimal data for the quantitative portion of the analysis and allow for the formation of important and informative qualitative methods to be developed.

The evaluation of our WIOA programs using PY20 data will begin July 1st of PY22 with a planned completion date for the end of that program year (June 30, 2023). Following the evaluation of WIOA programs, similar methods can then be applied to other programs – providing valuable data-based information as we move forward in improving the services and programs offered to Boulder County residents.

21. 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.

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

DRAFT