

Larimer County Economic and Workforce Development Local Plan for Program Year 2020 – 2023

Program Year 2022 Updates Highlighted in Yellow

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.

Larimer County Economic and Workforce Development (LCEWD) provides a variety of workforce development activities (including education and training) in the local area. Some of the workforce development activities are funded through the Workforce Innovation and Opportunity Act (WIOA) while a growing portion of Larimer County's workforce development activities are funded through local, state, and grant funds.

The **Workforce Connections Team** (WCT) provides all Wagner-Peyser job seeker and business services. This includes general business services such as posting jobs in Connecting Colorado, job fairs, skills assessments (for employers), and hiring activities, as well as the full array of Wagner-Peyser job seeker services. Job seeker services include offering job search and career pathway workshops, providing core services to job seekers (i.e., resume assistance, cover letter development, interviewing skills), assessing needs and making appropriate referrals internal or external to the agency, responding to general questions about Unemployment Insurance (UI) benefits, and providing opportunities for employers to engage with staff and job seekers. Job seeker and business services may be provided in-person, on the phone, in group settings, or virtually.

The WCT provides an updated website that offers job search related information and videos, career assessments, and current labor market information. The WCT conducts outreach activities utilizing job search related email notifications and a job seeker newsletter, as well as providing onsite job search workshops and related activities at community organizations and events, public libraries, non-profits, post-secondary institutions, and other places to serve unique job search related needs of Larimer County. The WCT serves as an internal expert for Connecting Colorado and Unemployment Insurance (UI). LCEWD provides job seekers an online job seeker platform, *My Career Compass*, that coincidentally launched during the pandemic. Recently, we made the platform accessible in Spanish and allows our bilingual employment specialists to work in real time on the platform with their Spanish-speaking customers.

Job seeker workshops, business training, rapid response assistance, and hiring events continue to be offered virtually. Modifications to service delivery change in response to the changing nature of COVID-19. As COVID-19 conditions have stabilized, a hybrid service delivery model (utilizing both in-person and virtual) has been developed. As the pandemic continued into 2021, services to job seekers and businesses continued unabated. LCEWD has continued to provide seamless and responsive services throughout the pandemic.

The primary strength of the WCT job seeker services is the ability to assist large numbers of job seekers through virtual group activities such as workshops and online services such as resume reviews, even during a pandemic. LCEWD WCT team partnered with several libraries within the county to be onsite when it was safe to do so. WCT staff continues to maintain onsite services in both Loveland and Fort Collins libraries on a regular basis. The limitation of these services is the inability to be more individualized with each job seeker and to allocate the amount of time needed to serve the volume of job seekers in ways they would appreciate, due to limited funding for these services and COVID-related constraints.

Another strength of the WCT job seeker services is the ability to assist Unemployment Insurance (UI) claimants with the claim process. As the volume of UI claimants became increasingly more manageable, WCT staff was able to assist customers with filing a claim, escalate a concern about their claim to the UI staff, connect the claimant directly to UI using the “hotline” or assist with the identification process that is now a component of a UI claim. A limitation of the UI process that connects directly to LCEWD is the lack of public awareness regarding Connecting Colorado as a viable job search tool.

A significant strength of the WCT during PY22, has been the adaptability to the changing needs of our job seeking customers. As the pandemic entered its second year, LCEWD realized that job seekers who reached out were often looking for either a new career path or assistance with technology in order to job search. To meet both of these needs, LCEWD received funding through state and local entities. Assistance for job seekers desiring a new career began with local funding. Those scholarships resulted in 59 individuals being trained for in-demand careers through short-term certificate programs. With the passage of House Bill 21-1264, LCEWD has to date enrolled 75 participants in the Reskilling, Upskilling, Next-skilling (RUN) program. With both of these programs, the vast majority of job seekers have sought re-training in the transportation and healthcare industries.

For job seekers who struggle with technology, LCEWD launched a digital literacy program (now known as Digital Roots) in October 2021. Through this program, WCT staff provide one-on-one assistance, at a location that is convenient for the customer, and work regularly with that customer for a 3-month period to build their confidence and competence with technology. At the end of that time period, if the customer chooses to, they may keep the device they used while learning about technology. At this time, we have served 75 job seekers through the Digital Roots program. The limitation to this adaptability is maintaining ongoing funding. As stated previously, these funds were secured through local and state initiatives to address the pandemic.

The **Career Transition and Training (CTT) Team** is the unit primarily responsible for the delivery of WIOA Adult, Dislocated Worker, Trade Adjustment Assistance (TAA), Trade Readjustment Allowance (TRA), and other federal WIOA-related adult discretionary programs. The **inCompass Team**, a vital component of the youth focused CareerRise team, is primarily responsible for Larimer County’s WIOA Youth programs. The collections of these WIOA programs are known as “Title I” and are all federally funded.

Both CTT and inCompass evolved their service delivery model beginning in March of 2020 to meet the needs of customers during the pandemic. These modifications included expansion to virtual meetings, electronic paperwork and processes, and simplified eligibility document collection (as allowable by federal law).

This allowed existing customers and new customers to continue receiving services as LCEWD shifted to a teleworking, virtual work environment for case management services.

WIOA Title I teams (i.e., CTT and inCompass) have the capacity to deliver the following workforce development activities:

Intensive Job Search Assistance: This service is provided to all CTT and inCompass customers. Some customers benefit exclusively from this service or they may use Intensive Job Search Assistance as a complement to other services outlined below.

As it relates to the federally-mandated performance measures that support economic growth and self-sufficiency, CTT and inCompass Programs work diligently to recruit and enroll customers most likely to benefit from services— services that assist customers with the education, training, and skills necessary to support their personal and professional economic growth and self-sufficiency.

Individuals with barriers to employment are often referred to WIOA Adult, Dislocated Worker, and Youth services via onsite, internal partners. These partners currently consist of the WCT, Veterans Service Office (VSO), and other veterans-related entities. LCEWD is committed to maximizing our mandated partner relationships to prepare WIOA candidates for success. External partners that regularly refer to these programs include Colorado Works (TANF), Employment First (SNAP), Division of Vocational Rehabilitation (DVR), and other non-profit partner programs throughout the region.

As part of intensive job search assistance and hard-skill acquisition processes, staff also assist customers in understanding current workplace trends and expectations (essential skills), so that customers are prepared to secure and retain their employment and create further economic opportunity for themselves and their families.

The primary strength of this service is a customized Individual Employment Plan (IEP)/Individualized Service Strategy (ISS) developed in partnership with each customer. The IEP/ISS considers important life factors (i.e., resources, challenges, workplace and family values, and special family needs) that may influence a job search and the type of employment the customer secures. Through the IEP/ISS, staff works diligently with customers to create career pathways through the use of assessments, counseling, and case management services.

The major drawback of the Intensive Job Search Assistance service is that it is time and labor intensive for both the counselor and the customer. For best results, the counselor/customer meet regularly to continually adjust and refine the job search strategy.

Although in sporadic practice prior to the pandemic, counselors have consistently employed virtual technology to maintain regular, real-time contact with customers engaged in Intensive

Job Search Assistance and training services throughout the pandemic (i.e., phone, video conferencing, email, text, chat, scanning technology).

Individual Training Accounts (ITAs): WIOA eligible customers may apply for ITA scholarship funds for the development of in-demand work skills or credentials that lead to their identified career pathway. Eligible customers in the Adult and Dislocated Worker programs may be awarded up to **\$7,000 (effective July 1, 2022)** in tuition assistance (ITA amount confirmed upon receipt of federal allocations) with exceptions and/or co-enrollments to not exceed **\$10,000 when the ability to blend funds is available.** Funding for scholarships may include multiple internal funding streams and/or co-enrollment opportunities with other agencies. Strong partnerships with many local training providers exist such as Front Range Community College (FRCC), Aims Community College, Northern Colorado Truck Driving Academy, CSU Online Plus, and Digital Workshop Center. Additionally, the Youth program no longer offers ITA opportunities due to federal funding cuts. Should resources increase, this service will be explored. **When possible WIOA Youth may be co-enrolled in WIOA Adult or Dislocated Worker services to provide ITA support.**

Despite these strong local partnerships, CTT's capacity to provide ITA scholarship assistance is limited by fluctuating funding and staff to deliver these services, the federally mandated Eligible Training Provider List (ETPL), and the overall lack of low-cost, quick, and in-demand skills training in the local area.

LCEWD remains an active participant in the Northern Colorado Sector Partnerships, specifically in the Manufacturing and Health Sectors, and recently, the development of a Construction/Trades Sector Partnership and a nascent Hospitality Partnership. Through these partnerships, LCEWD continues exploring opportunities to learn about business talent needs and how CTT and inCompass services can provide training solutions to resolve these needs.

2. Describe the local board's strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), 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 socio-economic realities in Larimer County are undergoing a significant shift and will continue to change over the coming decades. The local Workforce Development Board (WDB) is working to understand the imminent changes and develop strategies to address them with key community partners. The overall vision and mission of the WDB are:

Vision: Cultivate a well-trained, productive, and competitive workforce in our region.

Mission: Connect community, government, business and education to shape a robust, talented and sustainable workforce.

The local WDB prioritized three functions to support the mission and vision. Those priorities are:

- Act as a convener: Convening, brokering, and leveraging with local workforce development system stakeholders to address local workforce issues and to identify expertise and resources to leverage support for workforce development activities.
- Local and Regional Planning: In partnership with the chief elected official for Larimer County, the WDB will develop a comprehensive 4-year local plan and collaborate with other WDBs, Workforce Centers, and partners within the region to identify partner opportunities to strengthen the workforce system.
- Lead efforts to engage with a diverse range of employers and entities: The WDB will lead efforts in Larimer County to engage with a diverse range of employers and partners to identify, promote, and disseminate strategies and initiatives to meet the needs of employers and workers.

In addition to the priorities highlighted above, the WDB is also setting strategic goals to:

- Take action and coordinate meaningful follow-up to the regular board meetings.
- Build awareness of the WDB and conduct greater outreach and marketing for the WDB and the LCEWD with the goal of creating more community engagement.

LCEWD will meet or exceed the goals related to the WIOA performance accountability measures for WIOA-funded programs, as outlined in the local plan and/or as negotiated with, or guided by, the Colorado Department of Labor and Employment (CDLE), based on primary indicators of performance described in section 116(b)(2)(A) in order to support economic growth and economic self-sufficiency:

- Employment Rate – Second Quarter After Exit
- Employment Rate – Fourth Quarter After Exit
- Median Earnings – Second Quarter After Exit
- Credential Attainment
- Measurable Skill Gains
- Effectiveness in Serving Employers

Employment-related data, using supplemental methods for performance reporting purposes, will be gathered when it is not available through quarterly wage records. LCEWD will adhere to guidance provided by CDLE on the obtainment, reporting, and documenting of all performance accountability measures.

New Americans: LCEWD embraces efforts to ensure meaningful inclusion of New Americans, those who have immigrated or emigrated to Larimer County, into the social and economic fabric of our community. To this end, the LCEWD hired a community navigator to specifically engage in this work. This position is funded in part from a grant through the US Economic Development Administration (EDA).

The community navigator has conducted outreach to 30+ organizations that serve New Americans or underserved populations in our community. LCEWD staff have assisted 60 Spanish-speaking job seekers. LCEWD has also contracted with Voiance, a language phone line, to provide translation services for other non-English language job seekers.

Individuals with Barriers to Employment: LCEWD embraces efforts to ensure universal access for all job seekers, including those with barriers to employment. In addition to partnerships with other WIOA-mandated programs, LCEWD engages with local community based organizations as a way to promote employment services that are offered in the community, including the United Way, local corrections programs, and organizations serving persons experiencing homelessness or near homelessness. LCEWD's Digital Roots program is entirely focused on serving those with barriers to employment and a significant portion of RUN participants have identified at least one barrier to employment. LCEWD and the Larimer County Department of Human Services (LCDHS) completed an inter-agency agreement to provide fundamental job search services to Colorado Works participants. Through this agreement, over 200+ Works participants have been served since July 1, 2021. Lastly, LCEWD has developed an ADA/EO committee that meets quarterly to review access concerns and create action plans for improvements.

WIOA Title I programs (i.e., Youth, Adult, and Dislocated Worker) continue to cultivate referral partnerships with a wide variety of internal and external partners that serve customers with barriers to employment. The Youth program has historically served nearly 100% of youth who are unattached to secondary or post-secondary education, demonstrating LCEWD's commitment to the most disconnected youth in Larimer County. As PY21 is completing and PY22 implementation is underway, a movement to serve more in-school youth who are nearing high school graduation transition is being planned. These in-school youth services will focus on young adults with barriers who would benefit from a staff supported post-high school transition plan. The Adult program continues to focus services on WIOA mandated populations, including veterans who are disabled or qualify as low-income. When funding permits, the Adult program widens the enrollment opportunity for Larimer County residents who qualify as low-income. As LCEWD's PY21 is completed, the Adult program is currently serving all tiers of WIOA Adults including the Governor's Priority list which has broadened the criteria to serve individuals in the community.

Prior to COVID, LCEWD facilitated onsite job search-related workshops for our local Adult Education and Family Literacy (AEFLA), WIOA Title II provider, that regularly serves youth and others with barriers to employment with a variety of literacy services including English as a Second Language (ESL) classes. Those services are anticipated to resume once the COVID-19 situation has stabilized.

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

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

LCEWD business engagement and outreach activities focus on in-demand industries and small employers and utilize collaborations with business serving organizations throughout Northern Colorado to increase our understanding of the business community and broaden our efforts.

Outreach activities to increase business engagement in Larimer County:

- Weekly business newsletter to approximately 2,400 employers and business partners.
- Dedicated business section on larimer.org/ewd website and social media sites.
- Connecting Colorado “Job and Employer Query” reports analyzed to identify actively hiring businesses. Weekly emails sent to inform businesses of recruitment services available (11 core services).
- Provide individualized support to each business requesting assistance (quality over quantity).

The Workforce Connections Team (WCT) is configured to provide excellent services to the business community. WCT markets the state-defined 11-core services to ensure local businesses, as well as regional and national businesses, have access to the same menu of services. Specifically, the WCT engages with employers and business partners via a weekly newsletter that presents a united message from Larimer County and regional economic and workforce development partners to approximately 2,400 employers. This collaborative effort includes updates and resources from partners within the cities/towns of Loveland, Fort Collins, Estes Park, Berthoud, Windsor, and Greeley, members of our Small Business Development Centers, Chambers of Commerce in both Fort Collins and Loveland, and LCEWD.

The WCT generates daily reports of businesses posting open positions to Connecting Colorado and shares these reports with the job-seeking public. Businesses receive a weekly email that explains the recruitment tools available through the LCEWD. These talent recruitment services include invitations to participate in virtual hiring events, multi-business virtual job fairs, job posting assistance/creation within Connecting Colorado (including the ability to review current job posts for clarity and effectiveness), employer workshops, and access to occupational labor market data.

A group of local and regional economic and workforce development partners meets weekly to discuss business recovery and response strategies related to COVID-19 with the intent of sharing this information with the business community. This collaboration resulted in the creation of the website: www.nocorecovers.com. This website serves as a central hub to collect and broadcast information to businesses concerning recovery assets like “Keep NoCo Open” marketing materials, access to local, state, and federal recovery funding resources related to COVID-19 and the recent fires, as well as information on the Larimer County Level Up Program.

Additional services designed to increase business engagement include:

- Statewide Job Fairs: Colorado Department of Labor and Employment and all local Colorado Workforce Center regions consistently collaborate to present virtual job fairs to all Colorado residents. These events combine efforts throughout the state to reach as many businesses and people as possible. These collaborative events allow businesses to access talent and talent to access businesses from across Colorado.
- Hire Me. Connect my Partner: In partnership with the Fort Collins Chamber of Commerce, “Hire Me. Connect My Partner” actively supports employers in finding, attracting and retaining talent, specifically, by assisting a candidate’s spouse/partner in connecting to job opportunities. LCEWD includes information on this unique and valuable program within the weekly outreach emails to local employers regarding this service and provides individualized and customized employment services to the spouse/partner of an employer’s potential job candidate or recently hired employee.
- Enterprise Zone: Every municipality within Larimer County has an Enterprise Zone designated area. Although state tax credits are only available to businesses within the zone, LCEWD commits to educating new and existing businesses within the zone on how to access the benefits and provides technical support to businesses.
- Rapid Response/Layoff Aversion: LCEWD provides Rapid Response services virtually and markets these services to both businesses and affected workers. A virtual 1-hour workshop, “Managing a Layoff”, is offered at the request of a business to facilitate exclusively for their affected employees. The workshop explains how to navigate the Unemployment Insurance system, information on healthcare options available after being laid off, and a forum for questions. This session also introduces affected workers to additional available job-seeker resources at LCEWD, including access to one-on-one appointments with a Career Consultant.
- Employer Workshops: Training sessions are available year-round, both in-person and virtually, with a focus in three major areas: HR Fundamentals and Workforce Management; Employee Communication and Engagement; and Leadership Development and Executive Coaching. Additionally, each September, LCEWD hosts an annual Workforce Symposium in partnership with the Workforce Development Board (WDB). Northern Colorado business professionals interested in learning about state and local workforce issues, hearing best practices from businesses that have effective solutions to workforce challenges, and receiving training on how they can institute solutions to workforce challenges in their own businesses are invited to attend. WDB members help plan the event and facilitate conversations about a variety of workforce management strategies throughout the day. The Workforce Symposium also provides an opportunity to highlight the work of the sector partnerships.
- Work-Based Learning Alliance: LCEWD convened a wide variety of public partners to support the development and implementation of a local work-based learning infrastructure. The name of this entity is the Larimer County Work-Based Learning Alliance (WBLA). The WBLA has representation from the following partners: Thompson, Estes, and Poudre School Districts, Front Range Community College, Aims Community College, Colorado State University, School to Work Alliance Program (SWAP), Division of Vocational Rehabilitation (DVR), CareerWise Colorado, Project Self-Sufficiency, and Larimer County Economic and Workforce Development. Newly joined is Colorado Early College, Poudre River Public Library District, Loveland Public Library, and Fort Collins

Chamber of Commerce. The emergence of work-based learning opportunities provides a solution to address issues related to current and projected struggles for the talent pipeline. Outcomes of the WBLA include adoption of a common work-based learning framework, agreement on activity definitions for both the talent and business viewpoints, inventory of work-based learning activities occurring within each respective system, a strengths self-review, **best practice sharing**, and a single point of contact for businesses within each unique system. The WBLA has launched the NoCo Inspire website portal **in partnership with Weld County GEARS2, the Weld WBL Alliance collaboration**. The portal provides one access point for businesses to learn about work-based learning, identify which public partners in the region support work-based learning services, and navigation to specific representatives within each respective partner system to immediately assist the employer partner. **Businesses can also request a workforce development consultation with a Larimer or Weld WBL Navigator for an individualized approach to talent outreach through WBL activities.**

<https://www.nocoinspire.org/> The WBLA has also been hosting numerous events and sessions that support diversity, equity and inclusion throughout the region as well as talent development solutions for businesses and collaborative work for partners.

- **Regional Talent Development:** To support the development of a regional talent program LCEWD created a Regional Talent Program Coordinator position within their team. This position offers a unique opportunity to facilitate a solutions-oriented effort to address the talent needs of Northern Colorado. Doing so by working directly with regional business leaders, workforce development leaders, educational leaders, and community-based non-profits to better understand and engage to correct gaps in our region's talent development. The Regional Talent Program Coordinator is a three year grant funded position through the federal Economic Development Administration (EDA). The position is housed within LCEWD and will have connections to a wide variety of organizations and institutions across the region, State and Country. The overarching goal of this position is to facilitate, co-create and help implement concepts that address talent needs in the region.

As stated above, LCEWD employer engagement and outreach activities focus on in-demand industries and our regional sector partnerships provide an opportunity to focus outreach on these specific industries. LCEWD staff are represented on the convener teams of the NoCO Manufacturing, Health and Construction Sector Partnerships as well as play a key role in advancing the workforce initiatives of each partnership. **Additionally, LCEWD is playing a key role in the launch of a new regional Hospitality and Retail Sector Partnership.** This deep engagement provides an in-depth understanding of business needs and challenges in each industry and the connections to effectively deploy interventions throughout the industries. Also, existing collaborations with the Larimer County Small Business Development Center, the local Chambers of Commerce, higher education, K-12 and a variety of business associations, greatly amplify LCEWD's ability to understand the needs of businesses in these industries and take effective action to address those needs. **Through LCEWD's role in the Healthcare Sector Partnerships it was discovered the establishment of a Nurse Shortage Program Manager was a necessity for the region's healthcare talent needs. LCEWD pursued an EDA grant to support the creation and hiring of this position.**

LCEWD has three overall business outreach and engagement goals. First, understand the needs of businesses through deliberate and strategic activities such as participation and support of local sector partnerships, discussions facilitated through the Workforce Development Board, and collaborative efforts among employer, community, and regional partnerships. Second, LCEWD will work diligently with economic and workforce development partners to develop action plans and services to meet the needs of local and regional employers. Finally, LCEWD will leverage relationships with businesses and regional partnerships to address community-wide challenges.

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.
 - 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.
 - 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.
 - 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>
 - 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.
 - 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.

Initiatives designed to meet the needs of employers in the local area include:

Work-Based Learning Programs: LCEWD implements work-based learning programs, most notably subsidized internships. Work-based learning is a continuum of activities that engages employers to offer students and job seekers the opportunity to learn, in the workplace, and to develop hands-on, real-world experience.

Through the lens of a common mission, LCEWD committed staffing resources to organize an internal, cross-functional team of staff titled the Work-Based Learning Team (WBLT). WBLT's mission is to implement a variety of work-based learning services including internships, apprenticeships, and on-the-job training (OJT) for customers from all LCEWD programs. Combining staffing expertise across local/state/federal funds allows this integrated team to work with industry partners in a concerted effort, resulting in less duplicated business contact combined with staff trained to address workforce needs, regardless of the funding stream or targeted populations. COVID-19 has created strain for some work-based learning programs, most notably the uncertainty for some industry partners to participate and support work-based learning opportunities in their place of employment, at this stage of the pandemic. As we plan for Program Year 2022, we are hopeful that industry partners will reconnect to work-based learning opportunities in higher volumes and that job seekers in need of work-based learning services will lean back into services seeking placement support.

LCEWD continues to support a broad base of work-based learning services within the model noted above, focusing most notably on internships and work experiences, as funding and staffing permits. LCEWD is prepared to deliver these services across youth, adults, dislocated workers, and other talent populations based on eligibility and funding.

Additionally, the Larimer County Department of Human Services (LCDHS) and LCEWD completed an inter-agency agreement to support work-based learning services to Colorado Works participants. LCDHS is providing funding support to expand internship services. The agreement was formalized on June 1, 2021 and is expected to operate through June 30, 2023. This partnership allows for expanded growth into populations receiving Temporary Assistance to Needy Families (TANF), utilizing internship services as a service method to assist families in reaching self-sufficiency. The project intends to support 70 participants, of which 55 will engage in formalized work-based learning. The braiding of Workforce Innovation and Opportunity Act (WIOA) Title I services is assessed on a case-by-case basis, which may further support the Colorado Works participants. We expect PY22 to demonstrate enrollment growth and positive employment outcomes

Additional work-based learning services designed specifically for youth are described in depth in question 13.

Apprenticeships: The approach to increase apprenticeship opportunities in Larimer County remains focused on expanding expertise and knowledge around apprenticeships. LCEWD established a new partnership with the Colorado Department of Labor and Employment (CDLE), and our regional workforce partner Arapahoe/Douglas Works! (ADWorks). CDLE obtained resource investments, administered by ADWorks, to hire Statewide Apprenticeship Consultants to aid in increasing registered apprenticeship activity in Colorado.

The LCEWD department currently embeds one of these Statewide Apprenticeship Consultants, who serves as an industry lead and technical expert for outreach and technical assistance in the development and expansion of Registered Apprenticeship Programs (RAP) throughout the state. The consultant adds to the business services relationship established by LCEWD and brings the bandwidth and depth of resources to research, find "proof of concept" examples, and work with employers and organizations to effectively complete the USDOL registration process.

The IDEA Grant (effective: January 2022) is aimed at building strong collaborations between local regions and the state, with a focus on expanding apprenticeship opportunities by marketing directly to business and educating and assisting them with the creation of new and/or expanding Registered Apprenticeship Programs. IDEA has allowed for CDLE to create an Apprenticeship HUB, including the five (5) new Apprenticeship Consultant positions mentioned above. Each Consultant specializes with an industry specific outreach goal. Locally, IDEA mandates the creation of an Apprenticeship Navigator position to effectively outreach to job-seekers and inform/educate them on local opportunities. Together, these positions collaborate to ensure a clear and consistent message is delivered to both business and job seekers with the goal of expanding apprenticeship opportunities throughout the state.

LCEWD's Apprenticeship Navigator and selected staff participate in statewide monthly meetings to remain informed on trends, best practices and updates to the two apprenticeship discretionary grants currently running throughout the state. The Apprenticeship State Expansion (ASE) grant and the Innovation, Diversity, and Equity in Apprenticeship (IDEA) grant provide resources to local areas to support the growth and expansion of apprenticeship throughout Colorado. Both grants allow local regions to treat apprenticeship as a separate, non-WIOA program. This increases participant eligibility and greatly impacts our ability to serve both business and job seekers.

Through the Work Based Learning Alliance (WBLA), public partners committed to advancing and growing apprenticeships, and other work-based learning strategies, within the region meet monthly to discuss growth and partnership strategies, improving efficiency and communication for businesses and job seekers.

WBLA staff meets with area school districts, as well as higher education providers, to help facilitate the partnership of interested businesses to these educational partners. LCEWD's Apprenticeship Navigator can assist each interested candidate one-on-one to help guide them into the correct apprenticeship opportunity, answer any questions, and monetarily support them by paying for tuition/training, books, and providing supportive services to cover costs of transportation, tools, equipment, etc. that are so often barriers to entering and /or continuing a Registered Apprenticeship Program

To ensure that businesses receive the answers and help they need regarding apprenticeships, LCEWD's Apprenticeship Navigator and the statewide Apprenticeship Consultants work to determine the overall workforce landscape and share potential resources/workforce solutions that best meet the needs of business.

Once an apprenticeship has been identified, staff actively work with business partners to guide the employer toward registration with the federal registered apprenticeship partner.

LCEWD's Apprenticeship Navigator takes time to explain apprenticeships and existing program opportunities to interested job seekers, clarifying different kinds of programs, training requirements and expectations, and connecting them to programs and training resources when appropriate.

Currently, apprenticeships in the trades offer the most opportunities for job seekers, with strong hiring needs expected over the coming years. To expand apprenticeship opportunities, both in number and in reach, new programs need to be developed. To meet the high demand for labor in the healthcare field, LCEWD works with partners and the State to increase health care apprenticeships in Larimer County, including partnering with higher education partners around occupations such as Medical Assisting, Sterile Processing Technician, Ophthalmic Technician, and Pharmacy Technician. Additionally, LCEWD continues to pursue development of programs in industries such as Education, IT, Manufacturing, Business, Automotive Services, and Transportation and to work with both secondary education, higher education and community partners to help increase access and equity into these programs for job seekers.

Finally, as the role supports RAPs statewide and often draws on examples and best practices from across the nation, the consultant and navigator are learning about and bringing back programs, initiatives, resources and contacts to Larimer County.

Sector Partnerships Participation: Moving into the ninth year of operation, the Manufacturing and Health sector partnerships continue to serve as useful models for engaging private sector and public partners in beneficial business service efforts. With significant wins accomplished, sector partnerships are attracting more businesses and helping the LCEWD grow deeper relationships with long-standing members. Moreover, LCEWD continues to facilitate more crossovers between sector partnerships and the local WDB, creating synergy between the two and facilitating stronger relationships between the private sector and workforce system.

LCEWD also helped to convene the Construction Sector Partnership for Region 2 as it reset priorities in early 2022. Currently, this partnership is focused on many of the same career pathways activities as the other two partnerships. Additionally, LCEWD is working with industry and public partners to explore the launch of a Hospitality and Retail Sector Partnership in spring 2022. Focus areas have not been set for this partnership yet, but based on industry conversations, it is expected that workforce will rise to the top.

LCEWD staff are heavily involved in our sector partnerships, filling seats on convener teams, supporting committees, and administering sector-led programs. For example, LCEWD's CareerRise Team coordinates the Summer Internship Program and Career Tours for the partnerships, exposing young adults to careers and opportunities in the field within the industries (see below). This effort also opens the door for LCEWD to offer additional services to businesses within the partnerships.

Sector Partnerships - Status and Objectives: LCEWD is actively engaged in three regional sector partnerships and exploring the launch of a fourth: (1) Manufacturing, (2) Health Care and (3) Construction (4) Hospitality and Retail. In conjunction with the Northern Colorado (NOCO)

Manufacturing, Health Care and Construction Partnerships, LCEWD coordinates with other public partners to increase the number of work-based learning opportunities available to students/job seekers and industry partners through the Work-Based Learning Alliance (WBLA). As it launches, the Hospitality and Retail Partnership will work with LCEWD and other public partners to solidify its strategic direction.

1. Manufacturing Sector Partnership: LCEWD is actively engaged with the NOCO Manufacturing Partnership. One of the primary activities of the manufacturing sector partnership is Manufacturing Rocks!

Manufacturing Rocks! connects future workforce (particularly students and young adults) to manufacturing careers, via Career Tours of local manufacturers, and by working with educators to provide manufacturing presentations, internships, and scholarship opportunities.

Accomplishments:

- Unfortunately, last year, the NoCO Manufacturing Partnership had to reduce the number of scheduled Career Tours due to the pandemic. However, 110 students were still able to take advantage of this outstanding educational opportunity. The Manufacturing Rocks! Committee is currently planning more for the coming year.
- Also due to the pandemic, the Partnership canceled the 2021 Parent's Manufacturing, Design & Engineering Night, but is planning to re-start this event in 2022.
- In conjunction with LCEWD, the NoCo Manufacturing Sector Partnership funded 22 interns through the Summer Internship Program.

Additionally, the NoCo Manufacturing Sector Partnership continued its work to uncover actionable information on key skills gaps in manufacturing. The Manufacturing Rocks! committee uses labor market data and qualitative input from NoCo manufacturing employers and employees to understand the knowledge, skills, and abilities needed for employees to be successful in a set of six critical occupations: Machinists, Welders, Assemblers, Technical Sales Representatives, Engineers, and Production Managers. In addition to providing detailed profiles of each of these critical occupations, this process highlights foundational talent needs for the broader manufacturing workforce.

Northern Colorado Health Sector Partnership: LCEWD is actively engaged with the Northern Colorado Health Care Sector Partnership by serving on the regional convener team, participating on committees, and contributing to ad hoc work groups for specific projects. On the convener team, LCEWD plays an important role to align resources around industry priorities and to serve as a voice for workforce and economic development within the organization.

LCEWD is most involved in the Workforce Committee, whose overarching goal is to "bring health sector employers together with educators and workers to meet growing workforce needs."

LCEWD does this by introducing students and young people to local health care businesses through Career Tours and work-based learning experiences. While many young people are aware of the careers related to patient-facing occupations (e.g., doctor or nurse), far fewer are aware of the diversity of jobs available within health care (e.g., facilities management, nutrition, information technology).

Through school presentations and facility tours, young people are exposed to a wide variety of career options in health care. This is not always easy in the highly regulated health care environment, but the Health Sector Partnership finds creative ways to get young people interested in health care related fields and to start them on an academic track alongside work experiences that increase the likelihood of success.

In addition to promoting the health sector as a viable career option, the Health Sector Partnership also works on overcoming the systemic challenges that have contributed to the regional nursing shortage.

A few notable successes from the last year include:

- Working with Front Range Community College and Aims Community College to support scholarships in Medical Assistant programs. The scholarships cover the fees for the certification exam required to work as a medical assistant in Colorado. This removes one of the barriers for young people to move from the classroom to a clinical environment.
- Helping to facilitate a Registered Apprenticeship Program for Medical Assistants with Associates in Family Medicine.
- Continuing to champion the Medical Assistant program at Front Range Community College.
- Sponsoring Health Care Career Panels for high school teachers and counselors. Panels included participants from many of the largest health care providers in Northern Colorado.
- Unfortunately, many of the high school career events were postponed during the pandemic; however, the partnership is planning to continue this program as soon as possible.
- Hiring of a Nurse Shortage Program Manager at LCEWD, who will help navigate workforce pipeline needs for the healthcare industry by engaging in conversations with regional, state, and federal leaders as it relates to healthcare workforce needs.

Construction/Trades Partnership: LCEWD is actively engaged with the emerging Northern Colorado Construction/Trades Partnership. On the convener team, LCEWD plays an important role of aligning resources around industry priorities and serving as a voice for workforce and economic development.

The last two years were particularly challenging for a new partnership because many of their goals included in-person meetings, but they adjusted their focus and have begun taking deliberate action.

A few notable successes include:

- Established an effective board (convener team) structure that included dedicated and motivated industry leaders.

- Held their first career exploration event in November 2021 at Aims Community College; over 100 students and teachers participated.
- Convened a large event to rally industry and public partners around the goals of the partnership. Out of this meeting, sub-committees were formed to plan the first regional ConstructionCon event and develop/expand relationships between educators and industry partners.

LCEWD will continue to work with the Manufacturing, Health Sector, and Construction Sector Partnerships in the implementation of initiatives designed to meet the needs of local and regional employers.

Career Pathways:

Through support of Sector Partnerships, growth of work-based learning services, providing recruitment supports, and proactive economic development activities, LCEWD is focused on understanding the need of the business community and adjusting and building services that meet those needs. Most often, these services align with the career pathway activities outlined above (work-based learning, sector partnerships, etc) and can lead to the launch of new Sector Partnerships, such as the forthcoming Hospitality and Retail Sector Partnership.

Hospitality and Retail Sector Partnership: Throughout the pandemic, hospitality and retail businesses were among the most impacted in our community. As this industry starts to recover, it has become very apparent that many of the workforce challenges it has traditionally faced have become even more impactful. Working in conjunction with regional industry and public partners, LCWED has identified some of these key challenges and is currently supporting the formation of this new sector partnership. Through these efforts, this partnership's launch is planned for Spring 2022 and will focus primarily on establishing/strengthening the industry's career pathways.

Skills Based Hiring:

Skills based hiring is a concept and practice that has been fully embraced by LCEWD. Focusing on a candidate's practical skills rather than their educational attainment, work history, or credentials has many tangible benefits. Benefits include a wider, more diverse talent pool, less-time to onboard, and improved retention rates. Talent has never been so difficult to find and hire as it is right now. By embracing the Skills Based Hiring concept, businesses can remain competitive and solve many of their recruitment issues. LCEWD is committed to informing local businesses about these concepts and provides several services dedicated to reinforcing this practice within the business community.

One of the first and easily implementable practices a business can perform to move towards skills based hiring is to review their current job postings. LCEWD provides the Job Post Review tool, which allows a business to upload a job description and submit it for a review. Our trained staff will then review the job post and suggest changes in line with a skills based hiring concept. Suggestions include removing requirements like having a specific degree or number of years direct experience from the "qualifications" of a job posting, and also including statements that empower applicants to explain how and why they are qualified. This can include past work, transferable skills and lived experience.

The Job Post Review tool is accessed from LCEWD's website and is free to all employers.

LCEWD offers local businesses an opportunity to create awareness of their open opportunities AND their hiring practices by addressing job seekers through Virtual Hiring Events. These virtual events give a stage to a single business at a time. They can communicate directly with interested candidates and inform them, not only about the open position, but also about what they look for in submitted applications. A business utilizing a skills based hiring approach can inform candidates what skills they are looking for and can answer questions directly from candidates. By reducing the qualifications on the job post and addressing any candidate concerns directly results in many more diverse candidates feeling empowered to apply.

LCEWD also works with businesses to review their current onboarding practices. Another benefit of skills based hiring is that it drastically reduces the time it takes to bring candidates on board. We remind businesses that it is more important than ever to move quickly from interview to offer. By removing the necessity to verify degrees/credentials a business is free to make offers to candidates before that candidate can accept a different offer from a competing business.

Businesses can attend or request formal training workshops from our series of Elevate Training sessions. The Elevate series of workshops was developed through a partnership with our local training manager and Skillful, a Markle company. Skillful's mission is to "ensure that every candidate is seen for their intrinsic potential and the unique value they'll bring to their career, building better businesses of the future." The Elevate training sessions inform managers, CEOs, and HR personnel of the benefits to a skills based hiring approach and provides them with the tools needed to implement their own skills based hiring strategy.

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);

In Larimer County, there are a number of internal partners that share a common mission of expanding access to employment, training, education, and supportive services for individuals with barriers to employment, including co-enrollment with other programs (as beneficial), developing career pathways, and improving access to recognized postsecondary credentials. These internal partners include: WCT (Wagner-Peyser), WIOA Adult, Dislocated Worker and Youth, Trade Adjustment Assistance, Veterans programs, Larimer County Work-Based Learning (WBL) Funds, National Emergency Grants COREcover and Colorado Responds, Technology Employment in Colorado Partnership, Colorado Opportunity Scholarship Initiative, and the interagency agreements between Larimer County Department of Human Services Colorado Works program and the Larimer County Department of Health and Environment (LCDHE)

As a result of these partnerships and funding initiatives, LCEWD is well prepared to maximize resources to expand access to activities for eligible individuals with barriers to employment that result in meaningful employment through the attainment of credentials. Prior to COVID-19, staff from the DVR had onsite days at the LCEWD for meeting customers interested in their services. This is an activity both partners intend to restart back to, once the community has returned to in-person services. For partners not co-located, LCEWD hosts conversations about resource maximizing and co-enrollment strategies through the development of local Memorandum of Understandings (MOU) with partner agencies. Current relationships are established with the local offices of the DVR, Adult Basic Education (ABE), TANF, Employment First (SNAP E&T), local school districts, and similar partners.

WIOA Adult, Dislocated Worker and Discretionary Grant programs are well positioned to build co-enrollment opportunities outlined by WIOA. Currently, all WIOA Title I programs, along with Wagner-Peyser, are co-located in Fort Collins. LCEWD received two federal disaster grants designed to address the COVID-19 pandemic. One of the grants, RecoverCO, has provided opportunities for dislocated worker-eligible customers to receive a variety of services that facilitate career pathway development and credentials including, but not limited to, career exploration, post-secondary training, and work-based learning activities (i.e., internships, apprenticeships, on-the-job training). COResponds has connected pandemic impacted job seekers with businesses seeking temporary staff specifically related to the pandemic recovery.

LCEWD continues to serve customers in new ways. For example, the WIOA Adult program continued prioritizing eligible veterans and/or eligible veteran spouses into WIOA Adult services, however, due to an increase in funding allocations, the WIOA Adult program has now been able to expand services beyond statutorily-eligible veterans.

The WIOA Dislocated Worker program has seen a continued demand for enrollment, specifically for access to training services that lead to the acquisition of updated education and skills that create the opportunity for our customers to become or remain competitive in our local labor market. The Adult program has seen a significant uptick in enrollment and LCEWD was able to add additional Employment Specialists to our staff in order to meet the increasing needs of our customers in an efficient manner.

In an effort to meet the needs of customers that qualify as WIOA Adults and/or Dislocated Workers, the Career Transition Team (CTT) collaborates with the Larimer County Work-Based Learning Team to integrate services and resources as available. These additional resources are infused into WIOA programs to stretch resources and services farther. Additionally, LCEWD actively engages in planning conversations with the Larimer County Department of Human Services (DHS); we've created a revised work-based Learning partnership, implemented a system navigator position, and other TANF-focused services, funded by LCDHS. This partnership will expand internship services and internal service referrals across varying LCEWD opportunities, in a more intentional and person-centered approach for Colorado Works families.

In year's past, LCEWD's staff has worked closely with the local Title II Adult Education and Family Literacy Act (AEFLA) provider, Center for Adult Learning (CAL), to grow partnership opportunities to increase access to WIOA services for students enrolled in adult basic education activities. Larimer County has a relatively new Title II AEFLA provider, The Learning Source. LCEWD will continue to connect with The Learning Source to design strategies for successful co-enrollments in order to facilitate career pathways for mutual customers and to pave the way for additional credentials as determined beneficial.

In order to increase access to post-secondary education, career pathways, and credential completion, LCEWD partnered with Project Self-Sufficiency (a local non-profit) for three successful grant applications resulting in an additional \$450,000 in scholarship funds for low-income adults in Larimer County over the past four years. COSI scholarship funds are part of the Colorado Department of Higher Education's (CDHE) plan to establish a statewide network of scholarship programs by encouraging philanthropic giving within Colorado for low-income adults. Both agencies will have contributed time and funding match to create the \$450,000 in scholarship funds that supports career pathways, credential completion, and advanced post-secondary education for low-income individuals, many of whom have barriers to employment.

For WIOA Youth programs, LCEWD continues to provide access to eligible youth by ensuring a strong presence within the community and with core program partners. LCEWD made adjustments to offer virtual, on-line orientations to explain eligibility requirements, available services, and application instructions. Orientation is designed to be portable, resulting in off-site awareness opportunities to capture a wider audience. Orientation is also available virtually to increase access to services which result in increased career pathways and co-enrollment with mandated partners as determined appropriate for the young adult. All LCEWD youth-related services have a strong social media presence, including Facebook pages. Facebook is utilized to post LCEWD events, as well as community events, including lists of open positions defined as entry level career path opportunities.

LCEWD hosts youth oriented Open House events during the year, and in 2020 modified the events to a virtual Zoom environment. Public and core partners are invited to learn about services for youth and young adults. Employers are invited so that attendees learn about what the employers are looking for in ideal employees. Many employers use these events to conduct onsite interviews and/or collect applications from interested attendees.

To expand access to justice-involved youth, LCEWD staff met regularly, prior to COVID-19, with probation and parole officers. This led to the establishment of a referral form for parole officers to expedite the enrollment process for candidates, along with periodic visits to correctional staff to share services and explore ways to facilitate the employment transition of young adults from incarceration. This referral process has continued, and in-person partnership meetings are being scheduled in 2022 to ensure new corrections staff are aware of the continued partnership.

The CareerRise team has expanded access to Spanish-speaking youth & young adults in 2021 through a new partnership with the Poudre River Public Library district. Staff are facilitating regular evening job search and work readiness workshops in a virtual format with Spanish translation services in real time. The recordings of these presentations are then shared via the library's YouTube channel in both English and Spanish for additional and ongoing access.

Lastly, Colorado House Bill 21-1264 provides a funding allocation to local workforce regions to support talent development across eligible entities. LCEWD utilized the opportunity to build a competitive application process that resulted in 26 unique funding proposals across the region, totaling over \$3.2 million dollars in funding requests. After a thorough review of all applicants by a group of external and internal subject matter experts, nine proposals were identified to move forward for contract negotiations. These nine proposals cross a variety of populations to be served, incorporate varying components of work-based learning and industry recognized credential attainment and lead to employment outcomes. In Q2 of PY22, we anticipate these proposals to launch, thus expanding workforce development services in Larimer County. We are eager to report the outcomes of these projects in subsequent years.

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.

LCEWD has a long history of strategic engagement with the Adult Education and Family Literacy Act (AEFLA) and Division of Vocational Rehabilitation (DVR) providers in Larimer County. These strategic partnerships have been in existence for years and customers served by both partner agencies have had opportunities to be co-enrolled in the full array of services offered among each entity.

LCEWD will continue coordination of service delivery with both partners. The goal is to reach local agreements regarding the One-Stop delivery system, identify the service strengths of each agency, and develop an improved cross-agency referral process and co-enrollment linkages leading to the development and implementation of a Memorandum of Understanding (MOU). In situations where a MOU is developed at a state level, conversations will occur regarding operationalization of the state-derived agreements.

Prior to COVID-19, LCEWD and DVR held quarterly meetings to discuss organizational processes, procedures, challenges, and growth opportunities to build best practices across both partners to enhance service delivery to our mutual customers. DVR had assigned staff to specific office locations and LCEWD scheduled customers to meet with the DVR staff. These strategic practices resulted in an improved attendance rate for the initial appointment and reduced the wait time for ongoing DVR services. In the upcoming year, LCEWD plans for the return of DVR staff to be onsite monthly to meet with LCEWD customers. Additionally, LCEWD and the School to Work Alliance Program (SWAP), funded in part by DVR, has integrated services to serve youth with disabilities in the community. This long-held strategic partnership continues to meet quarterly with SWAP, LCEWD, and DVR staff. In these meetings, systems that represent youth with disabilities have the opportunity to access resources and support that are beneficial to their customers.

LCEWD partners with the local Adult Education and Family Literacy Act (AEFLA) provider, The Learning Source (TLS) in a variety of ways. LCEWD has a staff member who sits on the AEFLA advisory board which meets quarterly and LCEWD staff are connected to a TLS Navigator position to streamline referrals between the organizations. Continued communication within the advisory board and similar meetings will occur with TLS staff to identify appropriate referrals and ways services can be coordinated.

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

LCEWD has consistently maintained linkages with the Unemployment Insurance (UI) program for decades. However, when the pandemic occurred, those linkages became critical and significant to the community and absorbed a significant amount of WCT staff time. WCT staff regularly attend the regularly scheduled UI webinars whenever schedules allow. This ensures the WCT staff have the most current information with respect to UI.

WCT currently provides customer UI support through the following services:

- Providing triage services to UI claimants per week (most of them via the telephone and/or email).
- Coordinating access to the UI Telephone Hotline via two cell phones which allows remote access to the Hotline and ensures safety for both customers and staff when connecting customers to UI.
- Continuing to provide access to the UI Telephone Hotline onsite via a landline.
- Assistance in the computer lab when filing a UI claim.
- Providing timely updates via email and/or the newsletter when important changes are happening with the UI system.
- Assistance with the identity validation process that is now a component of all UI claims.
- Managing frustrated and desperate UI claimants and trying to facilitate connection to the UI system so that issues related to their claims can be resolved.

WCT no longer provides in-person or virtual UI chats for customers due to the amount of staff time involved. The WCT Manager will complete an “escalation” email to the UI team if it is determined that the UI claimant has taken every possible step to remedy the issues associated with their UI claim and no resolution is apparent.

WCT developed an online job seeker newsletter immediately prior to the pandemic. Once the pandemic took hold, the newsletter became an important channel of communication with those impacted by the pandemic. Each newsletter addresses a current topic related to Unemployment Insurance benefits. Initially, our subscribers were in the hundreds; we now have 20,000+ subscribers of our newsletter.

Reemployment Services and Eligibility Assessments (RESEA) was paused periodically during the height of COVID due to the high volume of fraudulent UI claims resulting in many customers who were inaccurately selected for the program and due to issues with the IVR system. LCEWD has been conducting the RESEA program since April 2021. RESEA continues to be an effective enrollment strategy for serving WIOA Dislocated Workers.

WCT provides referrals to the local Dislocated Worker program for those UI claimants that seek a more in-depth intensive job search and/or access to work-based learning and training related services.

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.

The local WDB recognizes and supports the idea that entrepreneurship and microenterprise services are a viable opportunity for job seekers looking for the next opportunity. Likewise, LCEWD identified small to medium-sized business support as a critical element in the suite of business services provided to the community. LCEWD has a strong relationship with the Larimer Small Business Development Center. The organizations reciprocate membership on each other's boards and have a Memorandum of Understanding that outlines partnership agreements when it comes to entrepreneurial and small business support. These agreements avoid duplication of services and minimize customer confusion regarding the functions of each entity. Additionally, the LCEWD has specific programs to help entrepreneurs and small business owners scale their operations in Larimer County.

To assist with businesses' regional talent development and workforce needs LCEWD used EDA support for the creation of two new positions within the department to support key talent gaps and address business needs in the region. The Nurse Program Manager, hired March 31, 2022 and the Regional Talent Program Coordinator, whom we are currently interviewing (as of mid April, 2022). These roles were developed to work directly with key business leaders to better understand their workforce constraints. This will be done by partnering with other community organizations in Colorado, by facilitating one-on-one outreach and hosting group meetings to help understand and deliver workforce solutions for the region.

In response to the pandemic, LCEWD supported the creation of a new business and entrepreneurship program called Pivot Larimer County. In partnership with CSU and other key businesses-serving organizations this program supports the long-term stability of local businesses and organizations, due to the challenges faced by the COVID-19 outbreak. With changing customer habits and new health requirements, many businesses are needing to 'pivot' their business model to adapt to the changing times. In response, CSU's College of Business has provided free resources to Larimer County business owners to learn how to 'pivot' their business and develop a long-term resiliency plans.

Additionally, the LCEWD has supported entrepreneurship services for thirteen years within the CareerRise program through an innovative public/private partnership titled the Young Entrepreneur Tournament (YET). Unfortunately, due to COVID-19, YET was forced to cancel the 2020 and 2021 programs, due the need for an in-person, experiential learning environment. Currently, the relaunch of YET is planned for Fall of 2022.

When active, YET provides an opportunity for participants (18 years of age and under) to learn, create, and grow an idea into a business plan and compete in a business pitch competition to win business seed funds. The program occurs over four consecutive Saturdays with a final pitch event held the fifth Saturday.

YET participants receive 20 hours of direct instruction and support, matched with a contracted entrepreneurial facilitator, to develop ideas into feasible and attainable business plans. Participants meet with local entrepreneurs for advice in building their business. Over the last 13 years, over 260 young adults have engaged in the YET and received entrepreneurial skills training. The OtterCares Foundation has funded YET for at least seven years.

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.

LCEWD provides a comprehensive workforce development system in Larimer County. Located physically in Fort Collins, Colorado, but virtually accessible from anywhere, LCEWD offers the following programs:

- Wagner-Peyser (Workforce Connections Team)
- WIOA Adult, Dislocated Worker, and Youth (Career Transition and CareerRise/inCompass Teams)
- WIOA National Emergency Grants: COResponds and RecoverCO
- Colorado House Bill 21-1264: Reskilling, Upskilling, Next-skilling Workers (RUN)
- Colorado House Bill 21-1264: Workforce Innovation Grant (WIG)
- Technology Employment in Colorado- Partnership
- Maximizing Economic Recovery in Northern Colorado: Economic Development Administration grant
- WIOA Discretionary Grants
- Trade Adjustment Assistance (TAA) and Trade Readjustment Allowance (TRA)
- Year-round youth services including Governor’s Summer Job Hunt (GSJH)
- Larimer County Conservation Corps
- Larimer County Enterprise Zone
- CDLE Consolidated Veterans Service Representative co-located at LCEWD
- Veterans’ Service-to-Career Program
- Apprenticeship State Expansion (ASE)
- Innovation, Diversity, and Equity in Apprenticeship (IDEA)
- Colorado Opportunity Scholarship Initiative (COSI)
- Veterans Service Office (VSO)
- Economic Development Services

As described in other sections within the Plan, LCEWD will partner with required WIOA partners to increase awareness of career pathways and will outline the critical role that workforce development plays in ensuring that all Coloradans have access to educational and career pathways that result in meaningful employment, contingent on available resources. For specifics, please refer to answers in the earlier questions.

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

- 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.

Comprehensive One-Stop Office

Larimer County Economic and Workforce Development
Fort Collins, Colorado
200 W. Oak Street, Suite 5000

As a result of the pandemic, most of LCEWD's services have been converted to allow for a virtual presence which has strengthened the department's ability to serve job seekers and businesses throughout Larimer County. LCEWD has established a goal of migrating our workforce towards a hybrid-model approach, beginning in June of 2022. Providing both in-person and virtual services to our community will allow those we serve options. Our hope is to foster increased department integration which benefits all that we serve. Additionally, LCEWD has long-term, strong partnerships with libraries in cities and towns throughout Larimer County. LCEWD coordinates with each library's employment/business services personnel for training and services as needed. LCEWD staff are knowledgeable of the resources available to job seekers through the local libraries and inform customers of services and classes as beneficial to their job search.

- 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.

Under the direction of the Larimer County Board of Commissioners and the Workforce Development Board, LCEWD administers, supports and integrates the following core programs: Economic Development, WIOA Adult, Dislocated Worker and Youth, Wagner-Peyser, Veterans Service to Career, Trade Adjustment Assistance, Unemployment Insurance initiatives and Jobs for Veterans State Grant (JVSG). LCEWD was approved by JVSG state staff to have an innovative position: Consolidated Veterans Service Representative (CVSR). This position integrates the Disabled Veterans Outreach Program (DVOP) and the Regional Veterans Employment Representative (RVER) positions. LCEWD is only the second region in the state to receive approval for this position.

Through an interagency agreement between LCEWD and the Larimer County Department of Human Services (LCDHS), Colorado Works participants receive fundamental job search services within one week of the referral. Additionally, this agreement provides Works participants access to paid work-based learning services (internships).

Program integration is managed through a unified Leadership Team with a coordinated service delivery system that includes common core services including workshops, resource lab, referrals to targeted programs, and co-enrollments as appropriate. Core services provided through other one-stop partners including ABE and DVR are coordinated through the development of a Memorandum of Understanding (MOU) developed at the State and local levels.

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

The roles and resource contributions of each of the one-stop partners remains consistent with historical precedence. No major changes have occurred in this arena although modifications to move most processes and resources to a virtual environment as a result of COVID-19.

- 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.

COVID-19 fast-tracked the onboarding of virtual service delivery strategies for the LCEWD. All forms and types of services have been converted to a virtual format in addition to the traditional technological standbys: Connecting Colorado and the LCEWD website. Additionally, the LCEWD worked with a local business to co-create a job seeker platform called My Career Compass. This platform is an interactive, online platform that provides job seekers with access to A-Z tools and resources to assist with career planning and/or job search goals. Job seekers are able to complete each step at their own pace while receiving virtual support from the department's Career Consultants. This platform went live in 2020 and can be found in a customer's "toolbox" on Connecting Colorado. Recent developments of the platform have occurred, expanding additional language opportunities outside of English and career-focused videos.

LCEWD continues to explore additional virtual strategies, launching the Digital Roots literacy training program for job seekers. Through this program, WCT staff provide one-on-one assistance, at a location that is convenient for the customer, and work regularly with that customer for a 3-month period to build their confidence and competence with technology. At the end of that time period, if the customer chooses to, they may keep the device they used while learning about technology.

- 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.

LCEWD offers a wide variety of assessment tools, many of which are accessible across partner agencies. Career assessments help participants identify their work values, aptitudes, and interests. Many customizable career research tools include labor market information and job descriptions.

Waiting for The Test for Adult Basic Education (TABE) is the common education assessment utilized at the LCEWD. The LCEWD has created informal service agreements with program partners to accept TABE results, up to six months from the previous testing date, in an effort to minimize duplication and redundancy. Results are shared after the participant has signed a Release of Information agreement between participating agencies.

The following are common career awareness, clarification, and exploration assessments utilized at the LCEWD: My Career Compass, My Next Move, PathwayU (formerly jobZology), EMSI Career Coach, E-Skills, Skills Matcher, Career Cluster Interest Survey (CCIS), 16 Personalities (free Myers-Briggs assessment tool), and ONET. Each of these assessments serves different purposes to aid job seekers in the identification of occupations that match well with their specific interests and circumstances. Releases of information are completed, as required, to allow for the sharing of assessment results with partners/partner agencies.

The following are common labor market identification tools utilized at the LCEWD: Economic Modeling Specialist International/**Burning Glass** (EMSI/**Burning Glass**), ONET OnLine, and Connecting Colorado Supply/Demand reports. Additional tools include: industry input through sector strategy conversations, Workforce Development Board sponsored business panels, and training vendor industry advisory groups.

- 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.

An initial analysis of Larimer County facilities was conducted by Meeting the Challenge (Colorado Springs) in 2017 and 2018. They conducted surveys of facilities based on the 1991 ADA Standards and developed a rationale for prioritizing accessibility improvements for buildings owned and operated by Larimer County based on: accessible approach and entrance; access to goods and services; access to public toilet rooms; and access to other items such as water fountains and public telephones. Following the analysis, Larimer County hired an ADA Coordinator and each department has an identified ADA Compliance Monitor. Marcy Kasner is the ADA Compliance Monitor for LCEWD and has completed the required **annual** training. Larimer County is actively managing the findings and recommendations outlined in the final report. The analysis did not find any high priority issues for LCEWD.

LCEWD takes steps to ensure that appropriate auxiliary aids and services are made available to afford an individual with a disability an equal opportunity to participate and benefit from services. Annual training is conducted with the Wagner-Peyser job seeker team/LCEWD staff for the purpose of understanding the assistive technology available for customers with disabilities. Printed materials, websites, and electronic communication offer the following notification: “**Larimer County Economic and Workforce Development is an equal opportunity agency and supports Veterans priority of service. Qualified persons with disabilities can request reasonable accommodations with seven business days’ notice by emailing lcewd-ada@larimer.org or calling 970.498.6600 or Relay Colorado 711. Accommodation requests will be honored when possible but may be unavailable if advance notice is not provided”.**

One-stop partners are responsible for complying with section 188, if applicable, in ways appropriate to their entity. The LCEWD does not monitor their compliance nor does Larimer County’s One-Stop Operator.

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

The Workforce Development Board (WDB) understands the importance of having eligible providers of services that deliver high quality, relevant training to meet current and future needs of business, while meeting the interests of workers and job seekers. As the primary service provider, the LCEWD works closely with the local WDB to ensure that a high level of quality service is delivered to the community. The WDB receives regular updates from the Economic and Workforce Development Director and Team Leadership on program metrics and overall performance. On an annual basis, the WDB reviews and votes on the annual plan, which is designed to detail how the LCEWD will meet the needs of employers and job-seekers. LCEWD Leadership Team meets weekly to discuss challenges and opportunities facing the Department. During these meetings is where much of the internal quality assurance occurs.

It is in everyone's best interest to make sure that the providers of services are well informed about the issues facing the workforce and business community.

To do this, the local WDB strives to have participation from the LCEWD and many of its partners in the WDB activities, which are designed to convene people on various workforce related topics and connect individuals and organizations throughout the county.

The WDB will have eleven formal meetings in 2022

- Board meetings will focus on: Board business, including Workforce Investment and Opportunity Act (WIOA) operations, Economic and Workforce Development budget review, in-depth information on innovative Economic and Workforce Development programs, WDB initiatives and priorities, and other relevant regional and local workforce initiatives.
 - One or two meetings in 2022 will be regional meetings with the Weld County Workforce Development Board. The February 9, 2022 meeting reconvened the Boards to help identify areas of collaboration.
 - Other WDB meetings will explore timely workforce issues in depth such as diversity and equity in hiring, work-based learning, and targeted industries.
- 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.

LCEWD will continue to support WIOA customer training through Individual Training Accounts in accordance with the law and applicable local policies. Eligible program participants who seek training services may, in consultation with Workforce Center staff, select a training vendor from the list of providers approved through the Colorado Eligible Training Provider List (ETPL) process.

Additionally, LCEWD provides navigation support for training vendors not yet approved on the ETPL. If the training vendor takes the necessary steps to comply with the ETPL requirements, access to training choices increases. It's common for LCEWD staff to work with training vendors new to the ETPL system to ensure training candidates receive quality training. Upon selection, in accordance with local policies and available funding, LCEWD refers participants to the eligible providers and arranges for payment through an Individual Training Account. At this time, we do not intend to develop contracts for training services.

However, should circumstances including customer demand and limited training opportunities warrant the development of customized training, LCEWD will work with our local Workforce Development Board to achieve the objectives.

- i. Outreach to Individuals with Barriers to Employment: Describe how you will engage your WDB 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?

LCEWD has a strong history of serving individuals with barriers across the LCEWD and engages the WDB in increasing the awareness of the services offered to returning veterans, out-of-school youth, individuals with disabilities, long-term unemployed, and other targeted groups. The overall objective and goal for these efforts is to support upward mobility, wealth generation, and economic inclusion for all individuals with barriers to employment.

Throughout the year, strategies to increase services to individuals with barriers to employment are deployed in a variety of ways:

- LCEWD's prioritizes services to individuals with barriers to employment in both the WIOA Youth and Adult programs. From July 1, 2021 through April 8, 2022, the WIOA Youth program maintained a steadfast commitment to serving the hardest to serve youth in Larimer County with 98% of youth meeting the definition of disconnected from school and 52% of the youth reporting that they were a secondary school dropout. Forty (40%) entered services with a documented disability, 19% entered services as offenders, 18% entered services as pregnant or parenting, and a minimum of 31% were identified as being part of households receiving public assistance benefits. LCEWD's objective and goals for this effort is an ongoing commitment to continue recruiting, and effectively serving, disconnected youth through thriving partnerships with local school districts, youth-related non-profits, and WDB supported activities such as the summer internship program and the Young Entrepreneur Tournament (YET) (COVID-19 permitting).
- From July 1, 2021 through April 8, 2022, the WIOA Adult program provided services for adults with barriers in Larimer County. Over this timeframe, 91% of adults were verified as public assistance recipients, 67% single parents, 29% as long-term unemployed, and 21% self-reported as disabled. LCEWD currently reports 96% of the Adult population meeting the statutory requirement for Adult Priority of Service categories. Likewise, the LCEWD provides employment-related services to all referred TANF participants and Employment First recipients (i.e., food assistance).

- Significant program changes occurred in both programs in 2021; however, ongoing collaboration continues to bring LCEWD services to these customers. LCEWD's objective and goals for this effort is an ongoing commitment to low-income members of the community.
- Referral processes and service delivery strategies between the LCEWD and the Division of Vocational Rehabilitation (DVR) for individuals with disabilities have improved over the past few years and the number of referrals between the agencies had increased substantially. DVR staff was regularly onsite in the LCEWD office prior to the pandemic to provide direct eligibility/service strategy consultations for LCEWD customers. These connections changed to a virtual connection due to COVID-19. Additionally, LCEWD and the School to Work Alliance Program (SWAP), funded in part by DVR, has integrated services to serve youth with disabilities in the community. This long-held strategic partnership continues to meet quarterly with SWAP, LCEWD, and DVR staff. In these meetings, systems that represent youth with disabilities have the opportunity to access resources and support that are beneficial to their customers.
- Continued improvement in coordinated service delivery philosophy and strategies between the departments remains critical; however, fundamental, structural differences between departments may be difficult to surmount. Opportunities for innovative funding and service delivery opportunities exist (i.e., DVR could fund the LCEWD to provide summer career/employment opportunities for youth with disabilities) and could be identified as an objective and goal for this effort.
- Increased outreach and service coordination has emerged over the past few years with the local Adult Education and Family Literacy (AEFL) program, The Learning Source. In addition to enhanced coordination to assist out of school youth/adults achieve their High School Equivalency, LCEWD provided regular onsite outreach and informational sessions to ESL students regarding LCEWD services and opportunities; these activities occurred prior to COVID-19 and will likely resume when safe to do so. These outreach/informational sessions increased LCEWD's exposure to English language learners with lower levels of literacy and other youth/adults seeking to earn their HSE. LCEWD has a staff member who sits on the AEFLA advisory board which meets quarterly and LCEWD staff are connected to a TLS Navigator position to streamline referrals between the organizations. Continued communication within the advisory board and similar meetings will occur with TLS staff to identify appropriate referrals and ways services can be coordinated.
- LCEWD houses a variety of veterans-related services and programs including the Veteran Services Office (VSO) for benefit assistance, the Jobs for Veterans State Grant (JVSG) staff, and Veterans Service to Career. Veterans, and eligible spouses, receive priority of service regardless of service or program. LCEWD has two innovative aspects of veteran programs offered. First, the VSO has a Veterans Service Officer position that is solely in the community, connecting with all veterans, and in particular, returning veterans. As a result of the VSO being housed within LCEWD, the Veterans Service Officer regularly refers job-seeking veterans to the office.

Additionally, LCEWD sought approval from the state JVSG leadership for a Consolidated Veterans Service Representative (CVSR). This was approved and is only the second CVSR position in the state.

- All marketing, recruitment, and program materials provide information regarding disability accommodations and veterans' priority of service (see 10f).
- 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?

LCEWD embraces efforts to ensure meaningful inclusion of New Americans, those who have immigrated or emigrated to Larimer County, into the social and economic fabric of our community. To this end, the LCEWD hired a community navigator to specifically engage in this work. This position is funded in part from a grant through the US Economic Development Administration (EDA). The community navigator has conducted outreach to 30+ organizations that serve New Americans or underserved populations in our community. LCEWD staff have assisted 60 Spanish-speaking job seekers.

LCEWD continues to maintain a partnership with the premier organizations in Larimer County specifically dedicated to serving New Americans. In addition, the community navigator has developed connections to similar organizations in Weld County to ensure our referrals are appropriate and the most helpful, which may be across county lines.

LCEWD has also contracted with Voiance, a language phone line, to provide translation services for other non-English language job seekers. Front line staff have been trained to utilize this service. LCEWD has signage prominently displayed near the reception area to allow for non-English speakers to indicate their language of choice.

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.

LCEWD works closely with the three school districts in Larimer County: Poudre, Thompson, and Estes Park School Districts. These partnerships have grown through work-based learning groups, advisory boards for Career and Technical Education (CTE), and other in-school services provided by the CareerRise and Work-Based Learning (WBL) Teams. LCEWD participates in the CTE advisory boards in Poudre and Thompson School Districts and provides labor market information and year-planning support to meet the Department of Education work-based learning goals in order to coordinate strategies, enhance services and avoid duplication of services. This includes providing information and resources for the future CTE centers, Futures Lab in Poudre School District and Thompson Career Center (TCC) in Thompson School District. On a regular basis LCEWD also assists with requests for mock interviews and job readiness presentations throughout the school year. Over the years, strong connections with the middle and high school educators have supported LCEWD services and successes. Additionally, the Thompson School District is represented on the WDB and attends meetings regularly to share and gather input to avoid duplication and ensure alignment.

LCEWD has also stayed connected with school district partners through sector partnership work by supporting the organization of career presentations, virtual chats geared for students, and the employer-sponsored summer internship program for high school students.

Likewise, LCEWD supported the development of career exploration activities that involve high school students and the sector partnerships and connected the school districts' Work-Based Learning (WBL) coordinators to community colleges and four-year universities as a result of the Larimer County WBL Alliance. This Alliance has been collaborating across workforce, education, and community partners to create easier and more efficient access for businesses across our workforce region and helping them connect to the students and job seekers that the Alliance represents.

LCEWD also supports an Eligible Training Provider List (ETPL) navigator role that reaches out to post-secondary education programs on behalf of individuals interested in pursuing training. The navigator helps to coordinate services and ensure participants have a wide variety of training accessible to them as they pursue re-employment services.

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.

Please see Question #4 for a full analysis and availability of WIOA Adult and Dislocated Worker activities.

Utilizing appropriate co-enrollment service strategies, LCEWD is able to expand the capacity to serve dislocated workers through increased access and funding via Individual Training Accounts (ITA) and supportive services. One example is the receipt of the National Emergency Grant, RecoverCO funding initiative. This initiative expanded enrollment opportunities across Dislocated Worker services. These services mirrored the full analysis noted in Question #4, and included increased access to Individualized Training Accounts, supportive services, and work-based learning programming (as available).

Additionally, LCEWD received a second National Emergency Grant, COResponds. This temporary jobs grant permits dislocated workers access to temporary employment opportunities directly related to humanitarian pandemic recovery. LCEWD instituted these dislocated worker programs with partners that have eligible temporary jobs that meet the specific roles and responsibilities tied to pandemic recovery. With these partners, LCEWD identifies eligible dislocated workers and subsidizes the temporary employment wages for a period of time. **Both NEG grants are nearing completion, and will be fully completed by September 30, 2022.**

LCEWD provides reemployment services to dislocated workers through the Reemployment Services and Eligibility Assessment (RESEA) program. Dislocated workers connected to this program are automatically eligible for WIOA services. **As a result of the pandemic, LCEWD has developed remote (phone or videoconference) RESEA sessions that introduce the full array of LCEWD services.**

These sessions include the review of essential job search strategies along with the development of a reemployment plan, review of UI compliance activities, and referral for reemployment services, especially to WIOA Title I program if training is desired or necessary. Additionally, an overview of layoff assistance resources is also completed. With the introduction of remote sessions, RESEA attendance has improved and therefore, remote sessions will continue to be offered.

Through these initiatives, LCEWD has developed virtual orientations that introduce the full array of LCEWD services, including an overview and suggested action steps to consider when enrolling into the Dislocated Worker program. Interest levels have ebbed and flowed for new dislocated worker enrollments since the pandemic occurred, having months of high interest and growth with other months being more static; however, LCEWD is on-track to meeting our enrollment goals for the program year and utilizing all sources of formula and discretionary funds targeted to the dislocated worker population.

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

LCEWD provides a wide range of workforce development services for youth of all ages, beginning at 14 years of age through 24. The future talent pipeline begins in these early years as young adults make choices related to their career pathways, and as a result, the LCEWD has a variety of youth services.

These activities can be divided into two basic categories: (1) services to all youth ages 14-24 regardless of WIOA eligibility and (2) services to WIOA eligible youth, ages 16-24. All targeted populations are encouraged to participate in each of the service offerings, including youth with disabilities, youth living in poverty, or youth disconnected from school. LCEWD's philosophy is to provide access to services to all youth while wrapping intensive services around those most in need. While the focus of LCEWD's youth services are out-of-school youth, in-school youth services are offered when staffing and funding permit.

As noted earlier, youth services were impacted in March of 2020 as the COVID-19 pandemic occurred. Service adaptations occurred and included an expansion into virtual case management meetings and orientations, electronic paperwork, and simplified eligibility document collection when allowable by federal law. This allowed existing participants and new participants to continue receiving services as the department shifted to a teleworking, stay-at-home work environment for case management services. Additionally, the CareerRise team forged a partnership with the Berthoud Habitat for Humanity organization, providing no-cost laptops to young people in need. Being able to bridge this digital divide was crucial to continuing services for new and existing participants. As the pandemic has allowed, the CareerRise team began offering regular case management services in person, while still providing the opportunity to be served virtually; it is the participant's preference.

LCEWD offers the following menu of workforce development services to youth and young adults in Larimer County including:

CareerRise Program: (i)ndependence begins when we get involved. Serving ages 14-24, LCEWD's CareerRise programs inspire independence. Helping young action-takers accept more responsibility for early career achievements is the mission. The CareerRise team partners with resources across Larimer County to provide forward-thinking training, employment skills development, paid opportunities, entrepreneurial workshops, and educational assistance for younger job-seekers in our community to serve, work, and excel using their unique talents.

Year-Round Employment Support: LCEWD converted year-round employment support services to a hybrid environment, providing easily accessible employment support services both in person and via phone and or video meeting. Get prepared, get hired. For ages 14-24, youth and young adults can learn skills critical for completing successful job applications, creating winning resumes, interviewing with ease, and developing overall professionalism in order to earn (and retain) job opportunities.

Activities include workforce preparation workshops requested by local schools and community partners serving youth, access to youth-friendly employer database, CareerRise newsletters where subscribers receive monthly updates on youth-friendly employers, hiring events, job search tips, and invitations to meet with a CareerRise team member to obtain customized support to maximize job search. Support may include developing a job search plan, resume review, identifying employment opportunities, application assistance, and more. During the busier spring/summer months the e-newsletter, Summer Works, is launched weekly with information on hot jobs featuring employers and job search tips to over 2,400 subscribers.

Summer Employment Nights: LCEWD hosted two youth-focused hiring events in a virtual Zoom environment in March, 2022 under the name of Summer Employment Nights. The nights were geared toward young adults, ages 14-16, with a panel of businesses who were hiring and offering advice for young job seekers. The Summer Employment Nights drew nine businesses and over 150 youth attendees and their parents together for hiring information and employment opportunities.

Youth-Focused Internship Programs: The NOCO Manufacturing Sector & Northern Colorado Health Care Sector partnerships launched the seventh annual Summer Youth Internship Program, administered by LCEWD. Fully funded by business and sector partnership investments, the summer program is designed to place high school students, ages 16-18, with local manufacturers and healthcare providers into paid internship experiences. LCEWD administers the program to build employer partnerships, market the program, vet applicants, complete pre-employment requirements, place interns, administer payroll, monitor work-based evaluations, and close out the internships. This program gives business partners an avenue to easily host high school interns while connecting and attracting their future workforce. For 2022, LCEWD anticipates over 27 internship sites and candidates across Northern Colorado.

Larimer County Department of Health and Environment (LCDHE) is continuing their internship program partnership with LCEWD for the fifth year.

LCDHE will **continue to** provide full funding for four, **11-month** long Youth Engagement Specialist internship positions for high school students enrolled in the **2022-2023** school year. The program expands across Fort Collins and into the rural community of Estes Park. LCEWD administers the program and builds employer partnerships, markets the program, vets applicants, completes pre-employment requirements, places interns, administers payroll, monitors work-based evaluations, and closes out the internships. This program fostered a meaningful relationship between LCDHE and LCEWD by opening doors to more engagement and marketing to youth and young adults through LCDHE's youth advisory groups and the work of the Youth Engagement Specialists.

In 2021, LCEWD administered a local, Larimer County-funded internship program geared toward low-income Larimer youth. This program will continue in the spring/summer of 2022 with the target now also including in-school WIOA eligible youth getting ready to graduate in May. LCEWD is offering 15 paid, summer internship positions across a variety of industries and occupations. LCEWD will administer the program to build employer partnerships, market the program, vet applicants, complete pre-employment requirements, place interns, administer payroll, monitor work-based evaluations, and close out the internship. Also included in this program is a cohort model of mentoring and support. LCEWD provides pre-internship preparedness workshops with a facilitated, group touchbase midway through the internship and at the end of the internship. These group meetings support essential skill growth and job readiness skills. LCEWD will also provide individual case management to these interns so that more wrap-around support can be offered for a successful internship completion. **This will include intensive transition support to employment and/or post secondary education.**

Registered Apprenticeship Bootcamp: LCEWD, in partnership with Columbine Health Systems, developed and hosted a two-day Registered Apprenticeship Bootcamp for their program. In 2020, Columbine Health Systems grew their US Department of Labor (DOL) Registered Apprenticeship, hiring five youth apprentices for their Certified Nurse Assistant (CNA) Pathway. The apprentices are juniors and seniors from the Poudre and Thompson School Districts, ranging from 16 to 18 years old and were supported through the Apprenticeship USA grant. The Bootcamp was customized with their patient-centered work in mind. The first day involved sessions focused on employee identity which included: True Colors personality assessment, learning styles quiz, and an activity on work excuses vs. explanations. The second day of the Bootcamp involved sessions focused on essential skills at work which included: generational presentation, Think Like the Employer scenarios, and a personal brand activity. **LCEWD provided this same service again for the 2021 apprentice cohort and is actively working with Columbine Health Systems to on-board 10 new youth apprentices in 2022.**

School Partnerships: As previously noted in Question #11, LCEWD works closely with the Poudre, Thompson, and Estes Park School Districts in Larimer County. These partnerships have grown through work-based learning groups, advisory boards for Career and Technical Education (CTE), and other in-school services provided by the CareerRise team in the classroom.

LCEWD participates in the CTE advisory boards in Poudre and Thompson School District and provides labor market information and year-planning support to meet the Department of Education work-based learning goals.

This includes providing information and resources for the future CTE centers, Futures Lab in Poudre School District, and Thompson Career Center (TCC) in Thompson School District. The LCEWD assisted with a handful of school requests for mock interviews and job readiness presentations throughout the school year. Over the years, strong connections with the middle and high school educators have supported LCEWD services and successes.

LCEWD has also stayed connected with school district partners through sector partnership work committees by supporting the organization of career presentations and virtual chats geared to students and have supported the development of career exploration activities that involve high school students and the sector partnerships. LCEWD also stays connected to the school district WBL coordinators through the work of the Larimer County WBL Alliance. This Alliance has been collaborating across workforce, education and community partners to create easier and more efficient access for businesses across our workforce region and helping them connect to the students and job seekers that the Alliance represents.

2022 has brought a continuation of CareerRise facilitated industry tours for middle and high school students in partnership with CTE services. 3 Manufacturing ROCKS! (supported by the NoCo Manufacturing Partnership) events took place in early February bringing over 80 students on site to local manufacturing business partners to experience career pathways in this growing industry. In light of the pandemic permitting groups to group together again, we intend to continue exploring this service with our K-12 education partners and other community partners.

Larimer County Conservation Corps (LCCC): The LCCC addresses two key issues: the persistent challenges youth and young adults face in gaining work experience and securing employment, and maintaining local parks, open spaces, and natural lands for the enjoyment of the community. Through conservation projects and environmental education, LCCC empowers corpsmembers to become environmental stewards, while developing self-sufficiency and work preparation skills to help them become productive members of our community.

The LCCC is an accredited corps through the Colorado Youth Corps Association and The National Corps Network. It is operated and administered within the LCEWD. LCCC successfully implemented six distinct conservation corps programs in 2021 which was quite an accomplishment given the challenges associated with COVID-19. However, LCCC is actively expanding services in 2022 to include five summer-based crews for young adults 16-25 years of age, one Water and Energy crew for young adults 18-25, and the potential for expansion into the fall of 2021 work season. Below is a list of the service opportunities that will make up the 2022 action plan for the LCCC.

The **Land Program** is a full-time service opportunity, for young adults ages 16-18. Throughout the season, corpsmembers serve on local, state and federal lands throughout Northern Colorado and perform projects such as trail construction and maintenance, ecological restoration and invasive species management.

The **Trails Program** is a full-time service opportunity, for young adults ages 18-25. Throughout the season, corpsmembers will perform various conservation projects in the Arapaho and Roosevelt National Forest. Projects typically focus on trail maintenance and rock work.

The **Forestry Crew** is a full-time summer service opportunity for young adults, ages 18-25. Throughout the season, corpsmembers become S-212 certified for safe and effective chainsaw use and **hazardous tree removal, fire mitigation and restoration projects** on private and public lands throughout Larimer County. Upon successful completion of this program, corpsmembers may be eligible to receive an AmeriCorps Education Award. *All crews this summer are eligible to receive AmeriCorps Education Awards.

The **Water & Energy Program** is a full-time winter/spring service opportunity for young adults, ages 18-25. Throughout the season, corpsmembers perform home efficiency assessments in Fort Collins and Loveland **while installing** energy and water efficiency products in **customer's** homes. Upon successful completion of this program, corpsmembers may be eligible to receive an AmeriCorps Education Award. The City of Fort Collins Utilities and City of Loveland Power and Water exclusively fund this opportunity as a part of their on-going portfolio of conservation-related investments.

Workforce Innovation and Opportunity Act (WIOA) inCompass Program: Education and employment are everything, but not everyone is on an equal playing field when it comes to how and when these goals are achieved. The Larimer County inCompass team supports a variety of customized services for those, ages 16-24, facing barriers or other obstacles to employment. Paired with a Career Specialist, youth design a career plan that could include financial support and training for obtaining a High School Equivalency (HSE) Diploma, paid work-based learning activities including internships, scholarships for post high school training, intensive career guidance and employment support. These services remain open to the community's most disconnected young adults, through a variety of on-line, virtual, and in-person related services.

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

LCEWD partners with the local Adult Education and Family Literacy Act (AEFLA) Title II provider, The Learning Source (TLS) in a variety of ways. LCEWD has a staff member who sits on the AEFLA advisory board which meets quarterly and LCEWD staff are connected to a TLS Navigator position to streamline referrals between the organizations. Continued communication within the advisory board and similar meetings will occur with TLS staff to identify appropriate referrals and ways services can be coordinated.

Continued communication within the advisory board and independent meetings occur with TLS staff to identify appropriate referrals and identify additional ways services can be coordinated as needed. Additionally, **the LCEWD community navigator has developed a partnership with leadership at TLS and discussed the navigator role, including cross referrals to each program.**

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.

WIOA Adult and Dislocated Worker programs maintained the Supportive Service policy to include the provision of transportation assistance. In addition, the total supportive service maximum was increased to \$1,000 per enrollment year for each participant in accordance with the goals outlined in the Individualized Employment Plan (IEP)/Individualized Service Strategy (ISS). Effective July 1, 2022, a new ITA/Supportive Service model will be implemented that allows further customization and higher cap allowances for customers to access the diverse array of supportive services needed to support our Adult and Dislocated Worker customers. This model allows for total financial support of up to \$7000 per customer, 85% of which can be used for supportive services when necessary to fulfill the employment goals outlined on the customer's Individual Employment Plan (IEP). Due to funding limitations, the youth supportive service cap will remain at \$400 per enrollment year.

Other programs operated within the LCEWD may provide transportation assistance and/or supportive services as allowable within the specific funding. Transportation assistance may take the form of gas fuel cards, bus passes for public transportation, alternative modes of transportation (e.g., bicycles, Uber, Lyft), auto repairs, and other realistic activities that support customers navigating personal and public transportation options to engage and retain employment.

As with all partnership activities related to transportation and other supportive service activities, LCEWD actively collaborates and coordinates fund acquisition and service provision as beneficial to the customer and consistent with the vision and mission of the LCEWD.

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.

- Streamlining processes for connecting job seekers and employers - A daily team meeting for the Workforce Connections team (WCT) has become a standard due to the pandemic. Although several team members within the WCT have been trained to assist both job seekers and businesses, there are team members who have a greater focus on one of those customer groups. Therefore, this meeting allows for quick information sharing between the staff who work primarily with business and staff who primarily work with job seekers. Additionally, a shared form is being developed, which will allow the staff member working with a job seeker to effectively communicate the type of position a work-ready job seeker is looking for. The Business Services staff will utilize this information and cross-reference current or new business contacts to facilitate a connection between qualified candidates and businesses seeking talent.
- Coordinating efforts with external organizations that serve job seekers and students - LCEWD has developed strong connections to the community-based organizations including our local housing authority, the local libraries, the Division of Vocational Rehabilitation, plus agencies serving New Americans and those experiencing homelessness.

Staff has conducted training with each of our local providers within these service categories. In fact, staff provided in-person services to libraries in the remote areas of Larimer County including Red Feathers Lake Community Library and Wellington Public Library. LCEWD currently provides in-person services weekly at the Loveland Public Library and every other week at the Poudre River Library in Old Town Fort Collins.

- Coordinating efforts with external organizations that serve employers - LCEWD is working in collaboration with local Chambers of Commerce to implement identified business-focused goals, with the local Small Business Development Center (SBDC) for referrals and data-sharing and participating in a variety of economic development workgroups. Through the pandemic these relationships strengthened further and we are currently operating a shared regional recovery plan that outlines specific workforce and business support activities.

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.

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

Larimer County Economic and Workforce Development Dept. follows both LCEWD and Larimer County Financial Policy and Procedure 300.1P for grant purchases.

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.

The following WIOA Performance Indicators are the most recently negotiated standards for Larimer County. Please see the side-by-side comparison of Colorado State Standards and Larimer County Standards.

WIOA Performance Indicators: Adult

	State Standard	Larimer Performance
Employment Rate (Q2)	67.50%	72.93%
Employment Rate (Q4)	65.20%	61.25%
Median Earnings (Q2)	\$6525	\$6,664
Credential Attainment Rate	65.00%	69.05%
Measurable Skills Gains Rate	58.00%	71.11%

WIOA Performance Indicators: Dislocated Worker

	State Standard	Larimer Performance
Employment Rate (Q2)	78.00%	74.71%
Employment Rate (Q4)	80.00%	79.55%
Median Earnings (Q2)	\$9800	\$13,518
Credential Attainment Rate	72.00%	73.58%
Measurable Skills Gains Rate	58.60%	74.70%

WIOA Performance Indicators: Youth

	State Standard	Larimer Performance
Employment Rate (Q2)	68.80%	69.14%
Employment Rate (Q4)	74.00%	59.82%
Median Earnings (Q2)	\$3650	\$3,381
Credential Attainment Rate	67.00%	62.50%
Measurable Skills Gains Rate	58.80%	57.38%

LCEWD successfully met the negotiated PY20 Performance Indicator levels, within 90% of the State Standard, in 14 of 15 indicators within WIOA Adult, Dislocated Worker, and Youth. One (1) of 15 categories was not met (Youth Entered Employment/Education in Quarter 4). LCEWD increased efforts into managing performance follow-up in an effort to most effectively manage these indicators and to capture positive outcomes of past participants. Workforce regions are currently within the performance quarters tied directly to the pandemic and the economic impacts of the pandemic. It remains to be seen what type of impact this will have on performance.

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 Larimer WDB has taken steps to understand the requirements to achieve the High Performing Board designation. While the board meets most of the requirements as a function of its regular duties, there is some data and activity tracking that will need to be modified in order to reflect the board's completion and or compliance related to a few of the requirements. Those adjustments are being made and are being operationalized.

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 for full definitions of strong or moderate study design.
- b. 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.
- c. 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.
- d. 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.
- e. Pre-preliminary evidence: meaning there is program performance data for the intervention showing improvements for one or more key workforce outputs or outcomes.

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

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

The time, resources, expertise, and leadership commitment needed to build “evidence” is substantial and, while a noble and worthy endeavor, it is not for the faint of heart or free of cost. Given that perspective, the level of evidence that applies to the overall approach within the local area is contingent on the purpose of the evaluation, available funding, research expertise (i.e., do we have trained and competent researchers guiding the process?), staff capacity and bandwidth.

LCEWD most frequently uses the evaluation process colloquially referred to as a “road test”. A road test is a systematic approach to testing whether a programmatic change is likely to result in the expected outcomes. Road tests are regularly done prior to full implementation of a proposed change.

A road test clearly identifies the learning objectives, feedback gathering methods, and proposed timeline. Road tests are typically limited in time duration and allow for rapid learning and adjustments before full roll-out commences. Not sure where road tests fit within the above-stated definitions but LCEWD has conducted road tests in a wide range of programmatic changes and have been able to implement more successful changes as a result of the learnings that happened during the road test. At this time, there are no road tests or other formal “evidence” gathering processes in place.

Additionally, the Colorado Department of Labor and Employment’s Workforce Development Programs recently set aside resources for local evaluation staffing activities. Northern Illinois University is providing technical assistance and training to local workforce regions to build future evaluation capacity. The department is excited to align our Managed Information Systems (MIS) Coordinator and Report Writer to this project, in addition to a Workforce Team Manager, who has a wide variety of program design and implementation experiences.

To further elaborate, every workforce region in the Colorado Central Planning Region (CCPR) has representation on the WIOA Evaluation Team (WET) that will begin work on further evaluating not only success, but also areas of potential vulnerability when it comes to serving specific populations. The WET team has been working with a team from Northern Illinois University on methodology and feedback on the report that will be issued by June 30, 2022 and will take over the completion of this report beginning in PY22 starting July 1, 2022. The Larimer County Economic & Workforce Development’s representative to the WET group is also part of a smaller core group that leads the analysis of data. This group is currently working with the PY19 state-wide data to be sure we replicate the analysis from NIU. The group will then take those analyses methods and repeat for our local regions. In addition, we will apply more advanced quantitative methods and add qualitative analysis. This will help us understand and present a story of what has been effective and what we can learn from other regions.

22. Describe the process used by the local board, consistent with subsection (d), to provide an opportunity for public comment, including comment by representatives of businesses and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan.

Public participation at WDB is embedded into WDB events. It consists of a series of activities and actions including:

- All WDB meetings are open to the public. Guests are welcome and encouraged to attend.
- Time at the beginning of every meeting is set aside for networking.
- We operate an informal Board. Aside from voting and formal discussion of Board business; community participation is welcome at meetings.
- The local plan is the focus of our May meeting. During the meeting Larimer County Economic and Workforce Development program managers provide an overview of programs, including budgets, and share accomplishments and challenges.
- When directed by CDLE, and in concert with the Workforce Development Board, LCEWD has established a multi-tiered process for public comment on the local Plan.

Notice for public comment is placed on our local LCEWD website, including the draft plan narrative. During the public comment phrase any member of the public can make comments via the website or request a hard copy of the plan via mail and provide a written response. Public comment meetings may be scheduled if covid restrictions allow and public gatherings are. Public comment meetings may be scheduled if public gatherings are allowed and considered safe. The full draft narrative and executive summary will be available to the Workforce Development Board list serve in preparation for the Board Executive Committee and full Board review. The Board includes representatives of business and labor organizations.

All notifications will be provided to allow for the minimum comment period and adjustments to the plan will be made if necessary, based upon the comments. Comments will be collected and reported through a tracking document.