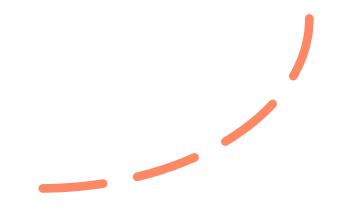
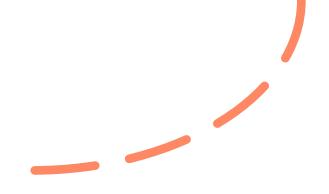


Why is this initiative important? All Weld County residents should be able to have a job they love where they can thrive economically and personally. In addition, a successful community also relies on employers having the skilled workforce they need.



What are we doing in this initiative? The Weld Trust will convene the various groups working toward developing an effective workforce system. This comprehensive system will help students explore options and gain experience, as well as help employers recruit and train the talent they need.

Additionally, The Weld Trust will help with the development of career pathways, work-based learning opportunities, and adult upskilling training resources.





What are the priorities in this initiative?

## Systems Development

Weld County needs a website resource for all job-explorers and industry employers to access and utilize easily.

### • Skills Development/Training Programs

Weld County employers and students of all ages need vocational and technical opportunities for workforce development.

### • Industry and School District Partnerships

Employers and employees need to work together to reskill and upskill Weld County's workforce.

#### Student Work-Based Learning Opportunities

Students in Weld County need additional opportunities for job shadows, internships, and apprenticeships.

What are our goals for this initiative?

- Increase by 40% the number of businesses in Weld County that agree to host job shadows, internships, and apprenticeships.
- Increase by 75% the number of businesses that develop videos for use on the workforce development website to be created.
- Increase the number of people gainfully employed, earning Associate of Applied Science degrees, and technical certificates.
- Increase partnerships between industries and school districts, as measured by district reports.
- Increase by 100% the number of students accessing career and technical education resources.
- Increase student awareness of and participation in work-based learning opportunities by at least 50%.

#### Workforce Development Logic Model

Mission Statement: To promote excellence in health and education in Weld County.



Initiative Statements – The Weld Trust will help market resources and fund endeavors to connect technical and vocational opportunities to Weld County employers, students and workers of all ages, and institutions.

It will support the development of internships, apprenticeships, and career pathways across Weld County, including upskilling and reskilling of the workforce.

The Weld Trust will align, convene, and work with countywide leadership and stakeholders to guide long-term sustainable strategies for workforce development.

The Weld Trust has met with multiple stakeholders in the workforce development realm in Weld County, listening for the issues and needs in the community. Throughout that information gathering period, it has become evident that there are numerous attempts being made to solve similar issues in different sectors of the workforce (from health to manufacturing), at different levels (K-12, Higher Education, and beyond), and through different means (high schools, workforce centers, and within industry). From our vantage point, there needs to be a pulling together of all groups to develop a simple, yet workable, plan for Weld County that will integrate all partners and get them to start working together to meet the needs of employers and those who are seeking employment, now and in the future. Our goal in this area is to help develop a system in Weld County that will increase awareness of and access to workforce or career opportunities, eventually leading people to satisfying and rewarding careers.

Our approach to addressing the strategic issues will be:	Activities TWT will undertake	Partner Organizations	Outputs	Immediate Outcomes 0-4 years	Intermediate Outcomes 4-8 years	Long-term Outcomes/Impact 8+ years
Developing Workforce Systems	<ul> <li>Data gathering and</li> </ul>	Bright Futures	<ul> <li>Stakeholder list and</li> </ul>	System: Workforce	Workforce Systems	<ul> <li>Increased student awareness</li> </ul>
Convene, coordinate efforts, and	reporting	Weld County Workforce	convening timeline.	Plan	<ul> <li>Increase by 40% the number</li> </ul>	and participation in
help stakeholders develop a Weld	<ul> <li>Research and surveying</li> </ul>	Centers	<ul> <li>A convenient, simple, and</li> </ul>	Convened cross-section of	of businesses in Weld	workforce opportunities by
County workforce development	<ul> <li>Support for Career Fairs,</li> </ul>	Chambers of Commerce	effective workforce	stakeholders develop a	County that agree to host job	at least 50%.
plan <sup>1</sup>	efforts to match supply and	Sector Partnerships:	development system	County-wide Workforce	shadows, internships, and	Grantees/partners will
Help stakeholders develop a	demand	o Healthcare	o A county-wide workforce	Plan.	apprenticeships (set goals	conduct pre-assessment to
platform/dashboard/system for all	Convening of stakeholders:	o Manufacturing	development plan	A workforce leader for Weld	for each). Grantees will	determine baseline data,
	o Education institutions	o Construction	o A county-wide platform for	County will be hired to	conduct pre-assessment to	then survey students at
to access	o K12; Higher Education	o Hospitality	job postings, job shadows/	effectively implement the	determine baseline data,	regular intervals.
The Weld Trust will help	o Businesses	ACE	internships/	county-wide (and regional)	then track platform data.	<ul> <li>Trade schools are recognized</li> </ul>
stakeholders market resources for	o Governement agencies	<ul> <li>Schools, Districts, and</li> </ul>	apprenticeships.	Workforce Plan.	<ul> <li>Increase by 75% the number</li> </ul>	as a valuable option for K-12
workforce development, along with	-	BOCES		Workforce Flan.		•
technical and vocational	and stakeholder groups –		Stakeholder hiring and	Sustano Markéone Distérne	of businesses that develop	students and adults
opportunities <sup>2,3</sup>	industry workgroups	o High School Counselors	placement of a workforce	System: Workforce Platform	videos for use on the	(surveys).
<ul> <li>TWT will help employers develop</li> </ul>	Other funders	o Business and	leader for Weld County	An effective workforce	website (to post jobs and the	Increased partnerships
and access resources to set up a job	Community members	Community Manager	<ul> <li>Number of internships and</li> </ul>	platform is developed and	skills required for them) and	between industries and
shadow system, develop	seeking to upskill/reskill <sup>3</sup>	Higher Education	externships created	implemented. Progress	post opportunities for	school districts, as measured
internship opportunities, and	<ul> <li>Development of a common</li> </ul>	University Career Centers	Number of work-based	tracked via timeline and	shadows, internships, and	by district reports and on
longer-term apprenticeship or	workforce development	<ul> <li>Department of Labor</li> </ul>	learning opportunity created	implementation plan.	apprenticeships. Grantees	platform data.
training programs where	plan	<ul> <li>Department of Health and</li> </ul>	<ul> <li>Number of K12 students</li> </ul>	<ul> <li>85-90% of the groups doing</li> </ul>	will conduct pre-assessment	
appropriate.	<ul> <li>Development of a common</li> </ul>	Human Services	participating in TWT funded	this work can access the	to determine baseline data,	Workforce Impact
	workforce development	<ul> <li>High Plains Library District</li> </ul>	activities	common platform. Plan will	then track platform data.	<ul> <li>Maintain a healthy</li> </ul>
Development of Career Pathways	platform	<ul> <li>Rocky Mountain SER</li> </ul>	<ul> <li>Number of TWT funded</li> </ul>	include onboarding process		employment balance in
K-12 Systems:	<ul> <li>RFP/fund opportunities</li> </ul>	<ul> <li>Jobs of Hope</li> </ul>	programs at capacity	for community organizations	Career Pathways	Weld.
<ul> <li>Industry and District Partnerships.</li> </ul>	<ul> <li>Media/print campaigns</li> </ul>	<ul> <li>Greeley Dream Team</li> </ul>	<ul> <li>Number of organizations</li> </ul>	and employers. Participation	<ul> <li>Increase by 100% the</li> </ul>	<ul> <li>Increased Associate of</li> </ul>
Work to bring employers and		<ul> <li>Immigrant and Refugee</li> </ul>	participating in workforce	will be tracked.	number of job shadows,	Applied Science degrees
schools together to help students		Center	development	<ul> <li>65% of Weld County's</li> </ul>	internships, and/or	(AAS) and technical
explore options and opportunities		<ul> <li>Faith community</li> </ul>	<ul> <li>Number of under-skilled and</li> </ul>	unemployed or those	apprenticeships in Weld	certificate attainment
related to future work.		Employers	under-employed	seeking to up-skill or re-skill	County (set goals for each).	(measured by enrollment
Student Work-Based Learning		CareerWise	participating in TWT funded	will access this platform.	Partners will conduct pre-	data, Aims CC).
Opportunities. The Weld Trust will		Colorado Succeeds	programs <sup>4</sup>	Access and participation will	assessment to determine	<ul> <li>Increased number of people</li> </ul>
support the development of job		NoCo Inspires	<ul> <li>Number of convenings held</li> </ul>	be tracked via "site trackers"	baseline data.	gainfully employed in work
shadows, internships,		OtterCares	Number of marketing	and stakeholder tracking	<ul> <li>Increase by 100% the</li> </ul>	they want to do. Data
apprenticeship programs, and career		• CEI	materials distributed to K-20	mechanisms.	number of students	acquired from Quality of Life
		YouthBiz	students		accessing career and	Surveys, conducted
pathways across Weld County –		Young Americans	Number of WFD resources	Career Pathways:	technical education	bi-annually.
including externships for teachers		Activate Work	distributed to employers	<ul> <li>Increase by 50% the number</li> </ul>	resources in Weld County.	Employers in Weld County
to learn what industry needs. <sup>2</sup>			distributed to employers	of job shadows, internships,	Grantees will conduct	can find qualified, skilled
				and/or apprenticeships in	pre-assessment to	individuals to meet their
Post-Secondary (Higher Education Systems				Weld County. Grantees will	determine baseline data.	employment needs. Data
and Adult Education Programs):				conduct pre-assessment to	<ul> <li>Increase number and</li> </ul>	acquired from Chamber
Skills Development/Training				determine baseline data.	percent of people receiving	surveys, Labor Dept. and
Programs. Improve programs for				Grantees will report results.	the training they need to be	Employ. Services of
re-skilling and up-skilling for				Grantees win report results.	adequately employed.	Weld Co.
employment seekers, as well as					Grantees will conduct	weiu co.
career planning in higher education.						
					pre-assessment to	
					determine baseline data,	
					then track platform data.	

#### ASSUMPTIONS and ECOSYSTEM

1. Colorado is currently introducing legislation that would strengthen the high school to college workforce pipeline Colorado Connects Workforce - Chalkbeat

2. Education Grants team recently reviewed a proposal from Weld Re-3J to support their expansion of Virtual Job Shadow (VJS), which is a workforce and career development platform that has been adopted by Weld RE-3J and by the Colorado Department of Labor and Employment. The platform is highly customizable and user friendly VJS - Colorado Department of Labor and Employment Case Study

3. Workforce reskilling and upskilling programs exist in Weld County, Weld Adult Employment Programs. It is not known if the programs and funding are being underutilized (lack of enrollment). This logic model calls for The Weld Trust to support initiatives that would encourage adult

workers to engage with the programs already created or bolster the reach of current programs to increase enrollment.

4. In 2021, Colorado had 160,400 unemployed and 119,300 part-time employees. This report from the US Bureau of Labor Statistics gives raw data comparing Colorado to national averages.

The unemployment rate in Weld County, as of March 2022, is 3.8%, compared to a state average of 3.1%. Weld County, as most of the State of Colorado, has rebounded from the high unemployment rate of the 1st year of the COVID-19 Pandemic. In June of 2020, Weld County has an unemployment rate of 10.6%, according to data from this St. Louis FED report. Whereas, unemployment rates do no consider underemployment in their statistics, conversations in the community have highlighted the need to upskill and reskill adult workers to ensure that Weld County adults maintain relevant and satisfactory employment. Additional State of Colorado data: Colorado Employment Situation April 2022

The State of Colorado has made an economic commitment to enhancing opportunities for students and adult workers that want to pursue "future-ready" careers. Colorado has set aside funds to support career training in K-12 and in post-secondary education, and the Student Success and Workforce Revitalization Commission has issued 6 recommendations: 1. Offer grants to build college, employer, and community partnerships. 2. Build systems to track the long-term educational and economic success of students. 3. Redefine student success to include employment opportunities. 4. Pass laws to help students find high-need, well paying jobs. 5. Develop a multi-year job-training plan to close the gaps among residents of color, communities, and economic class in earning degrees. 6. Identify long-term sustainable funding for post-high school education.

#### EXTERNAL FACTORS (barriers/facilitators)

• One of the main barriers and some of the challenges are related to awareness. Many people don't know all the great work that is going on and how to better align and work towards common goals and greater good for the community – without duplicating efforts.

• Due to COVID and the economy, mental health concerns are on the rise and school counselors' ability to provide feedback and support kids with their career paths is taking somewhat of a back seat.

• We have a lack of people participating in the labor market. We have fewer people who are competing for employment, more people who have retired and won't likely re-enter the employment setting. There are also people who have pivoted and gone into different sectors due to COVID.

• Access to Resources, as currently envisioned at The Weld Trust, is only for K-12 aged students. During the focus group conversation, a number of items (childcare for adults who are receiving upskilling or reskilling training at night; transportation issues) came up as potential barriers to accessing workforce training programs. Many also can't seem to get over that hurdle of, well, it's a short-term training (it might take three or six months) but for those three or six months, how am I going to pay my rent?

• Every employer seems to have a different set of things they want their employees trained to do, some of which are very basic. Are there some skills that most all employers can agree on that all existing workers may need? That may require the development of a training program for basic skills to be done virtually prior to being assigned a more technical training program for a specific employer.

