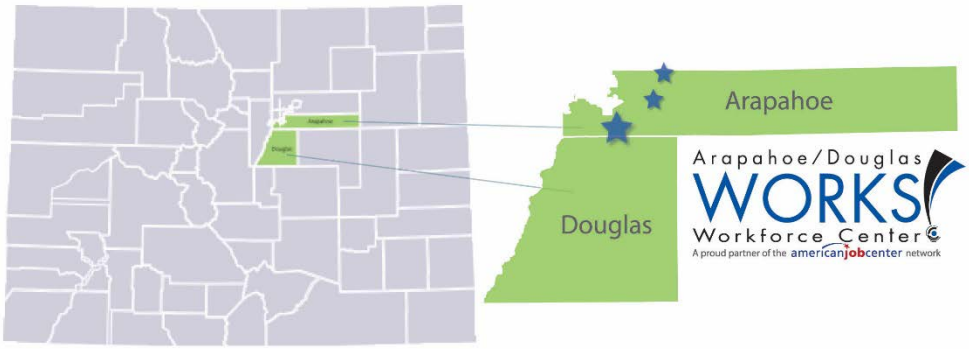
Arapahoe/Douglas Local Area Plan

A WORKFORCE LOCAL AREA WITHIN COLORADO'S CENTRAL WORKFORCE DEVELOPMENT REGION



Arapahoe/Douglas WORKFORCE BOARD

Arapahoe/Douglas Workforce Development Board

WORKFORCE INNOVATION AND OPPORTUNITY ACT PLAN

2016-2017

QUESTIONS ADDRESSED IN WIOA LOCAL AREA PLAN

1. Provide an analysis of the economic conditions in the local area including:
    a. Existing and emerging in-demand industry sectors and occupations; and
    b. The employment needs of employers in those industry sectors and occupations.

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

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

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

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

6. Describe the strategies and services that will be utilized to facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs. Specifically:
    (i) What outreach activities are planned to increase business engagement in your local area?
    (ii) How will the Business Services Team be utilized for this purpose?
    (iii) How will the members (particularly business members) of the LWDB and Youth Council/committee support these efforts?
    (iv) How will sector partnerships be utilized for this purpose?
    (v) What are your objectives and goals for these activities?

7. Discuss the implementation of initiatives designed to meet the needs of employers in the local area that support the local board's strategy, including:
    (i) Work-Based Learning Programs: Explain how you will utilize and promote incumbent worker training programs, on-the-job training programs, customized training programs, internships, or other activities for PY16.
    (ii) Sector Partnerships Participation: Explain how you will utilize the relationships built by your Business Services Team to enhance or expand participation in Sector Partnerships and also expand business services efforts. Indicate PY16 specific planned objectives and measurable outcomes.
    (iii) Sector Partnerships - Status and Objectives: In your local area or with partner local areas, what sector partnerships are you engaged in or do you plan to engage in during PY16?

Indicate the current status of your partnerships, (active, emerging, or exploring), plus PY16 planned objectives and measurable outcomes. Note: For Sector Partnership Definitions, please visit: http://www.sectorssummit.com/colorado-sector-partnerships-map/

(iv) Career Pathways: Explain how you will utilize information gathered through your Business Services Team to provide a baseline for consideration of new or enhanced Sector Partnerships, and how this information will be used to inform changes to or development of Career Pathways in your Local Area. Indicate specific PY16 planned objectives and measurable outcomes.

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

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

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

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

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

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

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

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

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

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

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

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

20. Identify the administrator/administrative entity responsible for the disbursal 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.

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

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

23. Provide a description of the actions the local board will take toward becoming or remaining a high-performing board, including but not limited to:
    - (i) LWDB Roles: Identify the role of your Local Workforce Development Board (LWDB) and Youth Council/committee in supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning. What actions will they be taking to ensure that these areas are a priority for the local area? What actions and commitments will you ask your LWDB or youth council/committee members (in particular business members) to make to support these initiatives?
    - (ii) LWDB Participation: Describe how you will market opportunities for participation on your LWDB to businesses in your local area to ensure representation of industry sectors with the greatest labor force demand. Describe how you will maintain a minimum of at least 51% of businesses as active members and customers on your LWDB.

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

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

OVERVIEW

The Arapahoe/Douglas Workforce Development Board (WDB) is dedicated to identifying and promoting workforce development strategies that positively impact the economic well-being of Arapahoe County, Douglas County and the Metro Denver region.

OUR VISION is sustainable employment through strategic human capital investments that produce positive economic returns for our business/industry and our communities.

OUR MISSION is to create a best-in-class regional system that is responsive to business/industry that results in a skilled workforce equipped with a work ethic, academic proficiency, and occupational specific talent that rivals our competition.

OUR VALUES: Members of the Arapahoe/Douglas Workforce Development Board honor the following Core Values:

- Visionary Leadership that advocates human capital development;
- Service Excellence grounded in professionalism and respect;
- Innovative responses to workforce needs, that drive economic vitality;
- Stewardship of assets and resources focused on local and regional community priorities;
- Collaboration with regional workforce, education and economic development partners;
- Dedication to building and sustaining a strong regional economy, and the well-being of our business/industry base;
- Results that are best-in-class and provide the highest rate of return on public investment.

The WDB serves as strategic leader and convener of employers, workforce development professionals, education providers, economic development agencies and other stakeholders to drive innovation, programmatic synchronization, and alignment of required One-Stop partner investments at the state, regional and local level. The WDB, cognizant of the powerful role ascribed to them in the law, operates independently of other entities and exercises strong leadership in the workforce development agenda and strategy of the state, region and/or local area. With a solid role as change agent, the WDB leads the development of strong, vibrant regional economies where businesses thrive and people want to live and work.

The WDB uses data in new and more effective ways to drive strategic planning and operational efficiency; decisions are data-driven to ensure that workforce investment, educational and economic development strategies are based on accurate assessments of regional labor markets. The WDB works together with other local boards and the State Council to maintain a data collection system and conduct analyses on a quarterly basis, or more often if needed, to identify employer needs for talent, as well as which industries anticipate growth, and determine to what extent the talent pool meets employer requirements. Decisions about talent development approaches, including which training programs to fund, are based on these analyses. Good workforce intelligence is critical to periodic evaluations of the workforce system as a whole which is the basis for continuous improvement opportunities. The WDB uses data from multiple sources, including economic development agencies.

The Arapahoe/Douglas Workforce Development Board strategic priorities for the next two years (WIOA Program Years 2015 – 2017) are as follows:

1. Creating and fostering business partnerships that bring the best return on investment back to Arapahoe and Douglas Counties, the Central WIOA Planning Region and the State of Colorado.

2. Building sound partnerships to collaborate with employment, education and economic development efforts to ensure economic vitality to the region.
3. Creating an efficient and effective platform for servicing job seekers and the hardest to serve populations.
4. Building the best infrastructure to exceed the demands and needs of business/industry, job seekers and partners within the region.
5. Paving the way for transitioning to the new workforce development system while becoming responsive and integrated within the community.

The Arapahoe/Douglas Workforce Development Board serves the workforce needs of Arapahoe and Douglas Counties, which together make up the southeastern portion of Colorado's Denver Aurora Metro Area. This infrastructure of the region includes the Arapahoe/Douglas Workforce Development Board, the Arapahoe/Douglas Works! Workforce Center, economic developers, real estate developers, local governments, public transit, utilities, and P-20 education. It is this public-private partnership which has made the Denver Metro Area one of the most diversified economies in the United States; a magnate for young families and young adults due to world-class business parks, public transportation, infrastructure, international passenger and commercial air transportation, ample recreation opportunities, clean air and water, and a vibrant, expanding economy that grows jobs. The economy is diverse, vibrant and growing due to the region's high quality of life, which has attracted an educated, skilled labor force that has in turn allowed the region to become a hub for several advanced high-tech sectors.

Question 1

Analysis of Local Economic Conditions

The Arapahoe/Douglas area makes up the southeastern part of greater metro Denver. The economy is diverse, vibrant and growing due to the region's high quality of life, which has attracted an educated, skilled labor force that has in turn allowed the region to become a hub for several advanced high-tech sectors.

According to the Denver South Economic Development Partnership:

- South Metro Denver is Colorado's corporate capital with more than 40 million square-feet of office space, employing more than 300,000 people in more than 20,000 businesses, and responsible for approximately 30 percent of the state's economic output.
- The area has more office space than Denver's Central Business District and is the preferred business address in the Rocky Mountain Region. In fact, South Metro Denver is home to more business relocations than anywhere else in the region.
- A magnet for entrepreneurs and visionary businesspeople, the corridor along I-25 in South Metro Denver has quickly transformed into a highly diverse business community, and is one of the most exciting and fastest growing regions in the country. In fact, the South Metro Region is home to five of the six largest companies in Colorado.

Table 1.

Arapahoe/Douglas Area Economic Overview

Economic Factor	Number or Amount	Percent of Denver-Aurora-Lakewood MSA
Population (2015)	951,040	33.97%
Jobs (2015)	474,357	31.30%
Average Earnings (2015)	67,378	102.13%
Unemployed (7/2015)	18,553	32.10%
Completions (2014)	7,830	17.93%
GRP (2013)	56,412,339,063	34.26%
Exports (2013)	58,347,278,171	36.91%
Imports (2013)	61,769,220,764	49.27%

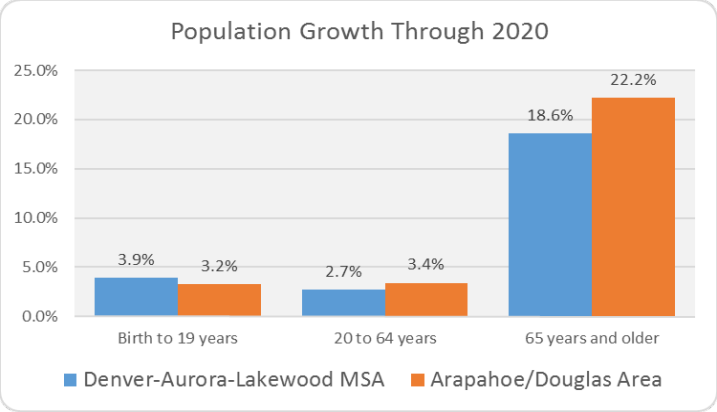
Source: EMSI 2015.3 Data

Comparative Job Growth Last 5 Years

Region	2011 Jobs	2015 Jobs	Change	% Change
Region	414,384	474,357	59,973	14.5%
Colorado Central Planning Region	1,657,388	1,867,631	210,243	12.7%
State	2,545,848	2,813,295	267,447	10.5%
Nation	145,974,891	156,106,469	10,131,578	6.9%

Source: EMSI 2015.3 Data

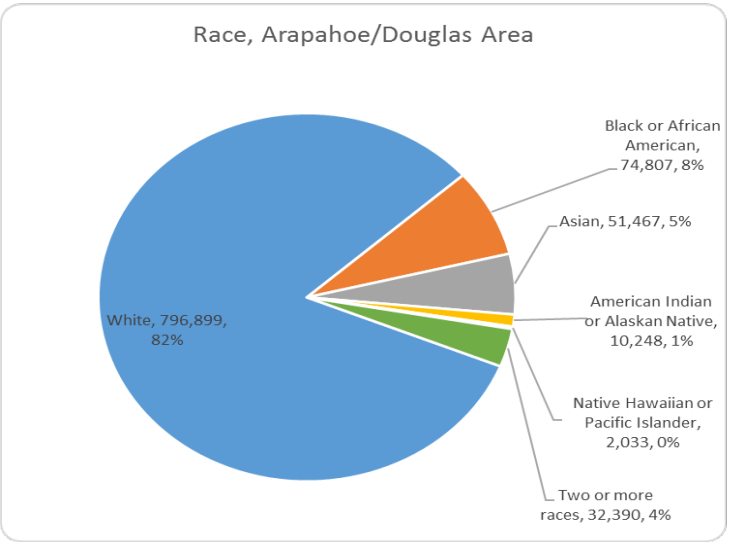
Age Demographics



Age demographics are significant because they will affect various sectors in the local and greater metro Denver economy. According to the Colorado State Demographer, this is a decade of change in Colorado. Between 1950 and 1995 hundreds of thousands of young, educated and skilled workers came to Colorado for both quality of life and because the state offered opportunity. This population stayed and is aging. Again, because of the quality of life, many of these baby boomers are retiring in place; by the end of this decade, the State Demographer expects Colorado to cease to be a 'young' state and mirror the age profile of the rest of the nation. This circumstance is why the bar graph shows the population 65 and older growing in double digits through 2020.

It is expected that this demographic shift will accelerate employment growth in the healthcare cluster in the area, as well as in selected industries within the finance and insurance clusters. Since a large portion of this group will at some time require long-term/nursing care or assisted living, and these are not covered under Medicare, community leaders will have to grapple with how to pay for these services.

Race and Ethnicity



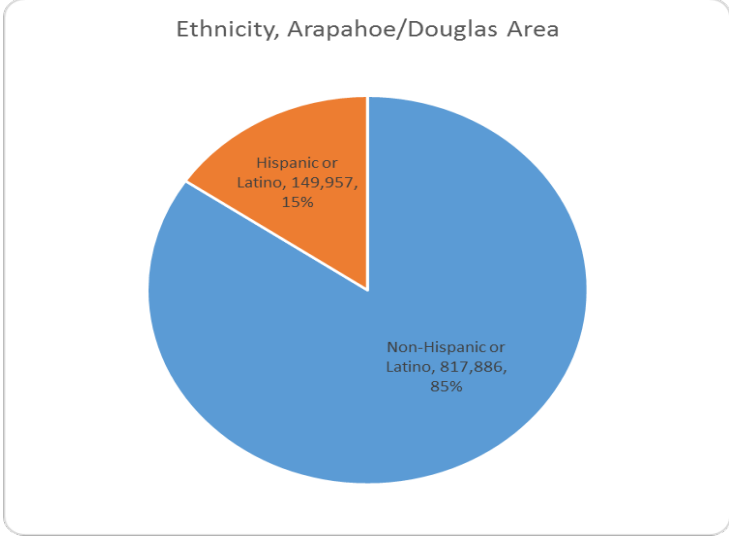


Table 2.

Arapahoe/Douglas Area				
Demographic	2016 Population	2020 Population	Change	% Change
Non-Hispanic or Latino	817,886	860,185	42,299	5.2%
Hispanic or Latino	149,957	162,245	12,288	8.2%

Source: U.S. Census Data Compiled by EMSI

Arapahoe/Douglas Area				
Demographic	2016 Population	2020 Population	Change	% Change
White	796,899	835,956	39,057	4.9%
Black or African American	74,807	80,583	5,776	7.7%
Asian	51,467	56,676	5,208	10.1%
American Indian or Alaskan Native	10,248	11,216	968	9.5%
Native Hawaiian or Pacific Islander	2,033	2,287	255	12.5%
Two or more races	32,390	35,713	3,323	10.3%

Source: U.S. Census Data Compiled by EMSI

Changes in racial and ethnic makeup of the population over the next five years mirror these same changes throughout the state and nation.

Through 2020, the white population is expected to grow by less than five percent while other populations are all growing faster, some in double digits.

Existing and Emerging Industry Sectors

Economic developers often use the term 'primary industry,' to define those sectors that bring money into an area's economy from outside. Thus, in the rural resort regions in Colorado's scenic Rocky Mountains, we find the primary industries to be hospitality and destination-tourism related, while in greater metro Denver, they include aerospace, aviation, bioscience, broadband (a combination of telecommunications and broadcast cable), construction, engineering services, finance and insurance, hospitality, healthcare, information technology, and manufacturing. Eight of these eleven 'clusters' were targeted by the Arapahoe/Douglas Workforce Development Board (WDB) as early as 2006, with the remaining three officially added in June 2015.

The table below identifies the top 20 sectors in the two-county area by employment concentration, and then sorted by number of jobs. Employment concentration is expressed using the term 'Location Quotient (LQ)' and is one of the standard ways used to identify industry sectors that drive the economy within a geographic area. Simply, LQ is the relative employment concentration in a given sector within a specific area as measured against the average concentration of that industry in the nation as a whole. For example, since the telecommunications sector has an LQ of 3.97, we would say, "Employment in the telecommunications sector in the two-county Arapahoe/Douglas area is 3.97 times the national average; this suggests the area is a hub for telecommunications."

The table below relies on traditional projections of industry growth generated by the U.S. Bureau of Labor Statistics. How these sectors look 'on the ground' sometimes belies these projections. Traditional projections, for instance, call for the telecommunications sector in the Arapahoe/Douglas area to contract 540 jobs over the next five years. However, on the ground, we know that Comcast is adding well over 1,000 new jobs in support of a buildout of next generation networks and applications. Other leaders in the sector have said that, "the excess capacity (of skilled workers) in the industry has been absorbed, and now due to major technological advances they are expecting rapid growth in critical occupations." With these types of exceptions in mind, the traditional projections are generally accurate and are shown in the table below. Top sectors in the Arapahoe/Douglas area were identified using the North American Industry Classification System (NAICS). At the

Table 3.

Regional Industry Growth Projections, Arapahoe/Douglas Area

NAICS Code	Description	2016 Jobs	2017 Jobs	2018 Jobs	2019 Jobs	2020 Jobs	Change	Annual Growth Rate	National Location Quotient	Payrolled Business Locations
541	Professional, Scientific, and Technical Services	50,462	52,286	53,935	55,456	56,639	6,178	2.4%	1.60	6,136
621	Ambulatory Health Care Services	29,745	31,086	32,278	33,362	34,156	4,411	3.0%	1.27	2,143
238	Specialty Trade Contractors	22,141	22,134	22,197	22,311	22,564	423	0.4%	1.37	1,591
524	Insurance Carriers and Related Activities	15,305	15,509	15,702	15,885	16,058	752	1.0%	1.88	1,025
522	Credit Intermediation and Related Activities	13,697	13,769	13,876	14,009	14,199	502	0.7%	1.74	749
551	Management of Companies and Enterprises	11,982	12,755	13,452	14,093	14,586	2,604	4.3%	1.66	446
517	Telecommunications	10,082	9,861	9,693	9,566	9,542	(540)	(1.1%)	3.97	159
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	7,786	8,172	8,511	8,815	9,038	1,252	3.2%	2.47	637
236	Construction of Buildings	7,650	7,688	7,754	7,841	7,967	318	0.8%	1.30	655
531	Real Estate	7,379	7,379	7,391	7,411	7,454	75	0.2%	1.23	1,430
713	Amusement, Gambling, and Recreation Industries	7,064	7,312	7,529	7,723	7,857	793	2.2%	1.36	213
511	Publishing Industries (except Internet)	3,355	3,365	3,372	3,377	3,380	25	0.2%	1.45	145
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	3,225	3,290	3,348	3,401	3,443	218	1.3%	1.58	198
515	Broadcasting (except Internet)	3,093	3,128	3,164	3,201	3,246	153	1.0%	3.41	32
518	Data Processing, Hosting, and Related Services	3,091	3,082	3,066	3,045	3,008	(82)	(0.5%)	3.39	100
443	Electronics and Appliance Stores	2,080	2,105	2,132	2,160	2,193	113	1.1%	1.29	176
442	Furniture and Home Furnishings Stores	2,018	1,985	1,962	1,946	1,950	(68)	(0.7%)	1.38	99
519	Other Information Services	1,375	1,430	1,470	1,497	1,496	121	1.8%	1.76	88
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	118	100	84	71	63	(55)	(9.3%)	1.92	38
525	Funds, Trusts, and Other Financial Vehicles	25	18	13	11	11	(14)	(11.1%)	2.01	10
	Totals	201,672	206,453	210,930	215,183	218,852	17,180	1.7%		16,070

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

three-digit level, NAICS is the customary method used throughout the nation in classifying industry sectors. This is how the eleven industry clusters identified as being targeted by the Arapahoe/Douglas Development Board fit into the table:

- The professional, scientific and technical (PST) sector is robust, growing rapidly and provides the private-sector intellectual structure that allows advanced manufacturers, high tech, financial, and scientific companies to locate in the region and thrive.
    - It includes engineering services, testing laboratories, scientific research and development, scientific and technical consulting companies, and special design services, which contribute substantially to both the ***aerospace*** and ***aviation*** clusters.
    - It includes computer system design and related services, which makes up well over half of the ***information technology*** cluster.
    - The PST sector also includes law offices, accounting and tax preparation firms, advertising, public relations and marketing firms.
- Ambulatory care services make up over half (53%) of the employment in the ***healthcare*** cluster, which includes ambulatory care, hospitals, nursing and residential care facilities.
    - Though all elements of the ***healthcare*** cluster are strong and substantially represented in the Arapahoe/Douglas area, the strength of the ambulatory care sector reflects the increased emphasis on preventive, holistic and outpatient boutiques trending in the cluster.
- The specialty trade contractors and construction of buildings sectors make up 90% of the employment in the ***construction*** cluster.
- All of the sectors with the NAICS code beginning with '52' are part of the ***finance and insurance*** cluster.
    - Employment in the ***finance and insurance*** cluster in the two-county Arapahoe/Douglas area makes up over 47% of employment in this cluster in greater metro Denver and over 42% in the larger Central Planning Region; the Arapahoe/Douglas area is a regional hub in ***finance and insurance.***
    - The new Charles Schwab campus in the City of Lone Tree in northern Douglas County presently employs approximately 3,500 people with room for 1,000 more.
- ***Management of companies and enterprises*** is not a targeted industry cluster for the Arapahoe/Douglas Workforce Development Board, however many companies in targeted clusters have chosen to make their corporate or regional headquarters near Centennial Airport in southern Arapahoe County near I-25 and Arapahoe Road; in fact, due to the presence of Centennial Airport, the proximity of light rail and I-25, this corridor is an economic powerhouse in greater metro Denver.
- Telecommunications and broadcast cable sectors together make up the ***broadband*** cluster; the I-25 corridor is a regional hub for broadband.
    - Within the broadband sector, employment in ***satellite telecommunications*** is 12.46 times more concentrated than the national average, and
    - Employment concentration in ***broadcast cable*** is nearly 13 times more concentrated than the national average.
- Data processing, hosting and related services and publishing (mostly software publishing) together make up the remainder of the targeted ***information technology*** cluster.
- The amusement, recreation and gambling sector is part of the ***hospitality*** cluster, which the Arapahoe/Douglas Workforce Development Board designated with 'targeted cluster' status in 2015. ***Hospitality*** has many career pathways that do not require high levels of education and is a particularly good cluster for young adults to enter.

Existing and Emerging Occupations

Table 4.

Top Jobs Currently Listed, Arapahoe/Douglas Area, Last 120 Days			
Occupation	Occupation Code	Volume	Same Period Prior Year
Registered Nurses	29114100	1,930	1,528
Retail Salespersons	41203100	1,188	1,076
Software Developers, Applications	15113200	1,032	1,019
Network and Computer Systems Administrators	15114200	905	987
First-Line Supervisors of Retail Sales Workers	41101100	817	662
Customer Service Representatives	43405100	812	763
Web Developers	15113400	734	688
First-Line Supervisors of Office and Administrative Support Workers	43101100	715	753
Computer User Support Specialists	15115100	702	751
Computer Systems Analysts	15112100	696	907
Information Technology Project Managers	15119909	653	770
Accountants	13201101	649	618
First-Line Supervisors of Food Preparation and Serving Workers	35101200	583	475
Marketing Managers	11202100	486	471
Bookkeeping, Accounting, and Auditing Clerks	43303100	476	509
Combined Food Preparation and Serving Workers, Including Fast Food	35302100	439	291
Management Analysts	13111100	438	448
Software Quality Assurance Engineers and Testers	15119901	416	398
Medical Secretaries	43601300	383	352
Executive Secretaries and Executive Administrative Assistants	43601100	362	372

Source: Wanted Analytics

The top 20 occupations listed during the last 120 days in the Arapahoe/Douglas area are shown in the above table, courtesy of Cooperative Executive Board (CEB's) Wanted Analytics.

Traditionally lower paying jobs in the hospitality and retail sectors are also in increasingly short supply, due to the full employment market (described below in Question 3) that the region is experiencing. This makes the current high unemployment among teens and their low labor force participation (described more fully in Question 3) a more immediate concern than it has been in past labor markets with higher unemployment rates.

Employer Needs in Existing and Emerging Sectors

Table 5 is a 'staffing pattern.' These 20 occupations make up just over 38% of total employment in the 20 key industry sectors in the Arapahoe/Douglas Area. The Arapahoe/Douglas Workforce Development Board has found in extensive conversations with business leaders in key industry sectors that software development engineers (software developers, applications and software developers, systems) are in critically short supply.

According to sector leaders, other occupations in very high demand are: web developers, systems analysts, Quality Assurance persons, project managers, and accountants. Sector leaders have also said that creative design individuals, whether web developers or graphic designers, who can use technology to create desirable online presentations, are in very short supply.

Customer service representatives are also in very high demand in the region due to technology driven customer relationship management models that have emerged in telecommunications, broadcast cable, securities investment and healthcare. Most sectors who use customer service representatives provide extensive internal training, but are experiencing more friction with new hires around soft skills such as active listening, communication and problem solving. This occupation is beginning to require a generally higher level of soft skills than have been desired in the past, and is a growing concern to sector leaders.

Regional healthcare cluster leaders have designated their hospitals as 'magnet' hospitals and now require that by 2020, 80% of their registered nurses must have a Bachelor of Science in Nursing (BSN) instead of the traditional Associate of Applied Science.

Table 5.

Sector Staffing Patterns, Arapahoe/Douglas Area								
SOC Code	Description	2016 Jobs	2020 Jobs	Change	% Change	% of Industry	Median Hourly Earnings	Typical Entry Level Education
43-4051	Customer Service Representatives	6,307	6,722	415	7%	3.2%	$16.53	High school diploma or equivalent
13-2011	Accountants and Auditors	5,533	5,937	404	7%	2.8%	$33.22	Bachelor's degree
15-1132	Software Developers, Applications	5,590	6,188	598	11%	2.7%	$48.57	Bachelor's degree
13-1199	Business Operations Specialists, All Other	5,385	5,693	308	6%	2.7%	$36.45	High school diploma or equivalent
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	5,441	5,940	499	9%	2.7%	$18.32	High school diploma or equivalent
41-2031	Retail Salespersons	4,135	4,281	146	4%	2.1%	$11.12	Less than high school
41-3099	Sales Representatives, Services, All Other	4,095	4,292	197	5%	2.1%	$28.77	High school diploma or equivalent
47-2061	Construction Laborers	3,732	3,848	116	3%	1.9%	$15.63	Less than high school
11-1021	General and Operations Managers	3,863	4,256	393	10%	1.9%	$56.09	Bachelor's degree
41-3021	Insurance Sales Agents	3,670	3,796	126	3%	1.8%	$21.27	High school diploma or equivalent
47-2031	Carpenters	3,506	3,519	13	0%	1.8%	$20.16	High school diploma or equivalent
43-3031	Bookkeeping, Accounting, and Auditing Clerks	3,151	3,413	262	8%	1.6%	$19.03	High school diploma or equivalent
47-2111	Electricians	3,062	3,328	266	9%	1.5%	$20.83	High school diploma or equivalent
29-1141	Registered Nurses	3,064	3,513	449	15%	1.5%	$34.71	Associate's degree
43-9061	Office Clerks, General	2,889	3,196	307	11%	1.4%	$17.24	High school diploma or equivalent
41-3031	Securities, Commodities, and Financial Services Sales Agents	2,842	3,121	279	10%	1.4%	$21.39	Bachelor's degree
43-4171	Receptionists and Information Clerks	2,798	3,057	259	9%	1.4%	$14.77	High school diploma or equivalent
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,545	2,799	254	10%	1.3%	$28.02	High school diploma or equivalent
13-1111	Management Analysts	2,563	2,885	322	13%	1.2%	$35.74	Bachelor's degree
15-1133	Software Developers, Systems Software	2,467	2,722	255	10%	1.2%	$49.19	Bachelor's degree

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

Question 2

Critical Knowledge and Skills in Local Area and Key Sectors

Table 6.

Top 10 Skills & Certifications in Demand Last 120 Days, Arapahoe/Douglas Area	
Skills	Certifications
Quality Assurance (QA)	Driver's License
Structured Query Language (SQL)	Certified Registered Nurse (RN)
Linux	Commercial Driver's License (CDL)
Java	Advanced Cardiac Life Support (ACLS)
Technical Support	Continuing Education (CE)
UNIX	CPR Certification
Systems Development Life Cycle (SDLC)	OSHA Certification
Customer Relationship Management (CRM)	HAZMAT
Web Services	Food Safety Programs (HAACP)
JavaScript (JS)	Top Secret Sensitive Compartmentalized Information (TS SCI)

Source: Wanted Analytics

The table, though done for all industry sectors, very much reflects the critical needs of key sectors. Represented in the 'skills' column are needs the Arapahoe/Douglas Workforce Development Board is well aware of in aerospace, aviation, bioscience, broadband, finance and insurance, healthcare, hospitality and information technology. Represented in the 'certifications' column are critical certifications needed in every key industry sector, especially including construction, hospitality, healthcare and aerospace. The top ten essential skills in demand in the Arapahoe/Douglas area are:

1. Oral and written communication
2. Integrity
3. Detail oriented
4. Customer service oriented
5. Microsoft Office
6. Teamwork
7. Problem solving
8. Creativity
9. Self-starting, self-motivated

10. Coaching

Table 7.

Top Companies Listing Positions Last 120 Days, Arapahoe/Douglas Area	Number Listings
DISH Network Corporation	691
HCA - The Healthcare Company	546
Robert Half International	537
Centura Health	526
Kforce Professional Staffing, Inc.	469
Comcast Corporation	412
Health One	370
Lockheed Martin	363
Target Corporation	356
Aerotek	316

Source: Wanted Analytics

Other essential skills in high demand are organizational skills, troubleshooting, working independently, management skills and time management.

This table shows the top ten businesses listing positions in the Arapahoe/Douglas area over the last 120 days. With the exception of Target Corporation, all these companies serve key sectors in the region.

Real Time Labor Market Data

Using Economic Modeling Specialists International (EMSI) Developer, Arapahoe/Douglas Workforce Development Board has been able to determine ***listing trends*** over the last two years, and ***relative difficulty to hire*** within the top 20 occupations in key industry sectors. The high growth rates in all the occupations suggest a growing and robust economy.

Table 8.

Unique Postings Trend, Top 20 Occupations in Key Sectors, Arapahoe/Douglas Area			
Occupation	Jan 2013 Postings	Feb 2015 Postings	% Change
Registered Nurses	2,181	3,366	54%
Retail Salespersons	1,095	2,297	110%
Software Developers, Applications	1,259	2,036	62%
Customer Service Representatives	884	1,607	82%
First-Line Supervisors of Office and Administrative Support Workers	797	1,475	85%
Accountants and Auditors	823	1,234	50%
Management Analysts	718	1,160	62%
Sales Representatives, Services, All Other	551	1,072	95%
General and Operations Managers	524	845	61%
Securities, Commodities, and Financial Services Sales Agents	457	766	68%
Business Operations Specialists, All Other	329	700	113%
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	320	612	91%
Bookkeeping, Accounting, and Auditing Clerks	393	610	55%
Insurance Sales Agents	180	383	113%
Software Developers, Systems Software	176	332	89%
Receptionists and Information Clerks	113	248	119%
Office Clerks, General	121	177	46%
Electricians	62	134	116%
Carpenters	4	62	1450%
Construction Laborers	14	58	314%

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

Those occupations with the highest growth (carpenters and construction laborers) reflect a booming construction market. Listings for electricians have grown 116% over the last two years, and members of the Arapahoe/Douglas Workforce Development Board representing construction, as well as other leaders in that sector, have said that all skilled trades are in high demand, but that laborers and electricians are most difficult to find.

Table 9.

Difficulty to Hire, Top 20 Occupations in Key Sectors				
Occupation	Avg Monthly Postings	Avg Monthly Hires	Hires Per Listing	Difficulty
Securities, Commodities, and Financial Services Sales Agents	573	190	0.33	Very Difficult
Management Analysts	717	282	0.39	Very Difficult
Software Developers, Applications	1,233	641	0.52	Difficult
Registered Nurses	2,598	1,370	0.53	Difficult
First-Line Supervisors of Office and Administrative Support Workers	1,100	675	0.61	Difficult
Insurance Sales Agents	250	289	1.16	Medium
Customer Service Representatives	1,325	1,603	1.21	Medium
Sales Representatives, Services, All Other	750	913	1.22	Medium
Accountants and Auditors	924	1,215	1.31	Medium
Software Developers, Systems Software	201	287	1.43	Medium
Retail Salespersons	1,601	3,445	2.15	Medium
Bookkeeping, Accounting, and Auditing Clerks	445	1,029	2.31	Medium
General and Operations Managers	601	1,455	2.42	Medium
Business Operations Specialists, All Other	415	1,288	3.11	Easy
Receptionists and Information Clerks	162	747	4.63	Easy
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	440	2,101	4.77	Easy
Electricians	82	617	7.51	Easy
Office Clerks, General	160	1,335	8.37	Easy
Carpenters	24	676	27.84	Easy
Construction Laborers	35	1,072	30.27	Easy

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

Table 9 shows relative difficulty to hire for the top 20 occupations in key sectors. There is an important caveat with job listings: 'Easy' does not necessarily mean the position is easy to hire, rather that positions with more hires than listings may either have a strong word of mouth 'hidden job market,' or may mean that the industry sector does not advertise openings online to a great degree. This is true of construction, because leaders in that industry have told the Arapahoe/Douglas Workforce Development Board that there is critical need for all skilled construction occupations, and that most are difficult or very difficult to fill. This notion is illustrated by the very high growth rate of the number of construction listings cited in Table 8, but noting how few listings there actually are for those jobs.

Because even 'real time' labor market data can be misleading, the Arapahoe/Douglas Workforce Development Board knows it is extremely important to validate all data with business leaders in key sectors.

Wage Intelligence

The Arapahoe/Douglas Workforce Development Board routinely profiles key industry sectors and uses Connecting Colorado, the statewide labor exchange database, to show current labor supply in relation to

Table 10.

Competitive Wage Analysis, Top 20 Occupations in Industry, Metro Denver												
SOC Code	Description	Total Number Employed in Arapahoe/ Douglas Area	Total Number Employed in Denver-Aurora-Lakewood MSA	Annual Openings in Denver-Aurora-Lakewood MSA	Available Applicants in Denver-Aurora-Lakewood MSA*	Applicants per Job Opening	Median Wage	10th Percentile Wage	25th Percentile Wage	Average Wage	75th Percentile Wage	90th Percentile Wage
41-3031	Securities, Commodities, and Financial Services Sales Agents	2,873	6,209	252	11	0.04	$ 21.39	$ 12.98	$ 15.92	$ 32.48	$ 38.72	$ 71.37
13-2011	Accountants and Auditors	7,370	24,162	1,175	154	0.13	$ 33.22	$ 20.16	$ 25.17	$ 36.07	$ 43.46	$ 55.11
29-1141	Registered Nurses	8,515	27,653	1,234	260	0.21	$ 34.71	$ 25.22	$ 29.21	$ 35.27	$ 41.13	$ 46.87
41-3021	Insurance Sales Agents	3,685	8,679	379	110	0.29	$ 21.27	$ 10.77	$ 14.19	$ 26.08	$ 30.12	$ 46.47
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	11,137	36,413	1,103	517	0.47	$ 18.32	$ 11.77	$ 14.58	$ 18.75	$ 22.77	$ 27.12
15-1132	Software Developers, Applications	6,258	15,352	497	343	0.69	$ 48.57	$ 31.36	$ 38.89	$ 49.36	$ 59.32	$ 71.17
15-1133	Software Developers, Systems Software	2,915	7,351	237	172	0.73	$ 49.19	$ 31.22	$ 39.68	$ 50.13	$ 59.79	$ 72.57
13-1111	Management Analysts	2,980	8,140	347	264	0.76	$ 35.74	$ 21.86	$ 28.25	$ 39.45	$ 46.74	$ 66.35
41-2031	Retail Salespersons	17,255	44,923	2,202	1,681	0.76	$ 11.12	$ 8.80	$ 9.45	$ 13.29	$ 14.32	$ 20.55
47-2111	Electricians	3,311	10,129	382	294	0.77	$ 20.83	$ 12.98	$ 15.59	$ 21.90	$ 27.23	$ 33.16
13-1199	Business Operations Specialists, All Other	8,558	27,641	676	647	0.96	$ 36.45	$ 19.51	$ 26.24	$ 38.87	$ 47.85	$ 61.92
47-2031	Carpenters	3,800	11,557	253	277	1.09	$ 20.16	$ 13.44	$ 16.00	$ 20.19	$ 23.49	$ 26.81
43-3031	Bookkeeping, Accounting, and Auditing Clerks	5,679	18,014	513	739	1.44	$ 19.03	$ 12.32	$ 15.09	$ 19.85	$ 23.72	$ 28.74
11-1021	General and Operations Managers	7,722	24,270	913	1,340	1.47	$ 56.09	$ 26.43	$ 37.58	$ 66.86	$ 87.70	$ 126.70
43-1011	First-Line Supervisors of Office and Administrative Support Workers	4,542	13,204	617	926	1.50	$ 28.02	$ 16.46	$ 21.87	$ 29.59	$ 35.73	$ 44.92
41-3099	Sales Representatives, Services, All Other	5,833	14,975	636	1,012	1.59	$ 28.77	$ 12.77	$ 19.05	$ 34.40	$ 42.66	$ 62.70
43-9061	Office Clerks, General	6,146	21,185	919	1,943	2.12	$ 17.24	$ 10.38	$ 13.23	$ 18.65	$ 23.06	$ 29.35
47-2061	Construction Laborers	4,852	15,315	545	1,347	2.47	$ 15.63	$ 11.38	$ 13.39	$ 15.96	$ 18.10	$ 21.30
43-4171	Receptionists and Information Clerks	4,226	12,278	551	1,674	3.04	$ 14.77	$ 9.73	$ 11.96	$ 15.49	$ 18.15	$ 22.51
43-4051	Customer Service Representatives	12,361	28,131	1,530	5,188	3.39	$ 16.53	$ 11.50	$ 13.65	$ 17.62	$ 20.73	$ 25.23

Source: QCEW Employees, Non-QCEW Employees & Self-Employed - EMSI 2015.3 Class of Worker * Connecting Colorado Applicant Search, Metro Denver Workforce Development Areas (Adams, Arapahoe/Douglas, Denver, Tri-County)

competitive local wages. Table 10 is one of its most popular business products. Wage percentiles are specific to the area, and labor supply is estimated by dividing the number of applicants available in the Connecting Colorado system into the projected number of annual job openings. The yellowed cells suggest where wage offers might have to fall in order to attract and retain qualified workers. Employers often contact the Arapahoe/Douglas Workforce Development Board for such data and Arapahoe/Douglas Works! has assisted many employers, including IKEA and Aerotek, make minor salary adjustments to better attract and retain employees with critical skills.

Question 3
Local Area Workforce Analysis

Table 11.

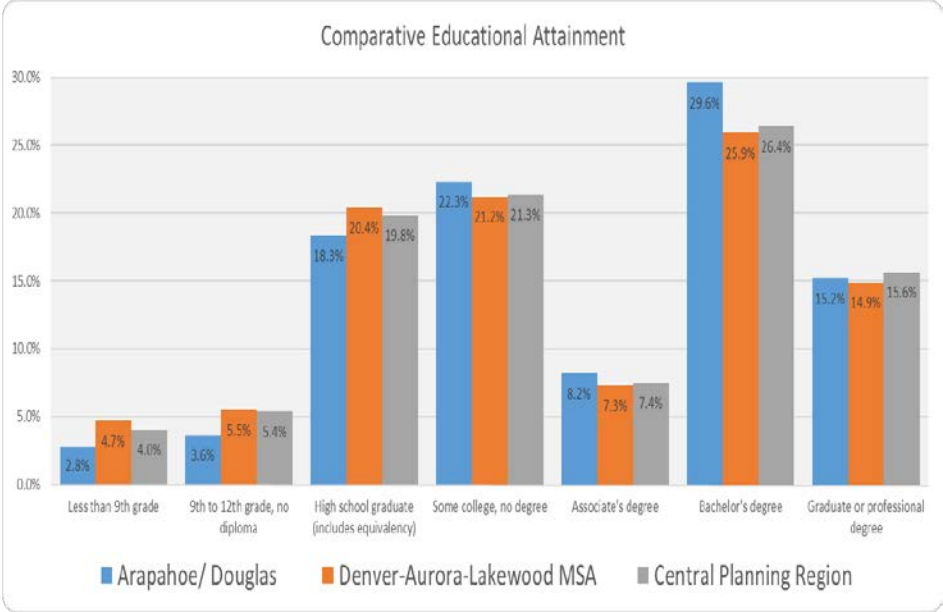
Unemployment Rate, Colorado Central Planning Region, November 2015			
Area	Unemploy-ment Rate	Labor Force	Unemployed
Adams	3.8%	244,895	9,427
Arapahoe	3.2%	332,948	10,816
Boulder	2.8%	176,779	4,904
Broomfield	3.0%	33,676	1,000
Clear Creek	3.1%	5,565	171
Denver	3.2%	370,023	11,947
Douglas	2.7%	169,318	4,616
Gilpin	2.6%	3,378	87
Jefferson	3.1%	312,034	9,583
Larimer	2.9%	179,427	5,225
Arapahoe/Douglas Workforce Area	3.1%	502,266	15,432
Tri-County Workforce Area	3.1%	320,977	9,841
Boulder MSA	2.8%	176,779	4,904
Fort Collins-Loveland MSA	2.9%	179,427	5,225
Denver-Aurora-Lakewood MSA	3.2%	1,494,481	48,281
Colorado Central Planning Region	3.2%	1,828,043	57,776

Source: Local Area Unemployment Statistics (LAUS), U.S. Bureau of Labor Statistics

Employment, Labor Force and Unemployment
The Arapahoe/Douglas area makes up the southeastern part of greater metro Denver. The economy is diverse, vibrant and growing due to the region's high quality of life, which has subsequently attracted an educated, skilled labor force that has in turn allowed the region to become a hub for several advanced high-tech sectors.

The table shows the labor force in the Arapahoe/Douglas area numbers just over 500,000, which is 33.6% of the total labor force in greater metro Denver, more precisely defined as the Denver-Aurora-Lakewood Metropolitan Statistical Area (MSA).

Education and Skill Levels



The labor force in the Arapahoe/ Douglas area has educational attainment significantly higher than that in greater metro Denver or the Central Planning Region, particularly in associate and bachelor's degree attainment.

Compared with the nation, the workforce in the Arapahoe/Douglas area is much more highly educated, with 44.8% of the population over 25 with at least a bachelor's degree as compared to the national average of 30.1%.

Commute Patterns

Every workforce development area in the nation must serve two groups:

1. The residents of the area, who may commute to other areas to work.
2. Businesses located in the area, who hire people from both inside and outside of the region.

Each morning, over 214,000 people leave the Arapahoe/Douglas Area to work elsewhere, while at the same time, nearly 185,000 people commute into the region to work. This is why it is vital for each urban workforce area to work with sister areas within that region to ensure critical workforce development needs are being addressed in the entire labor shed. It is also important to streamline practices and ***work together*** with sister workforce areas within the labor shed so that the workforce development response to the business needs of sector partnerships can be addressed seamlessly.

Top Commute Origin and Destination

Workforce Development Boards must address the labor exchange and occupational needs of residents, and they must also work with Workforce Development Boards in sister workforce development areas to address the needs of key sectors in the labor shed, which can be defined as that area within which people are willing to commute to work.

Economic developers are deeply concerned with commute patterns for a different reason. Denver South Economic Development Partnership, a close partner of the Arapahoe/Douglas Workforce Development Board, conducted a study in 2015 which projected another 34,000 jobs added in the I-25 corridor.

Table 12.

Commute Patterns, Arapahoe/Douglas Workforce Development Area					
Top Commute Destinations for People Who Live in the Area			Top Commute Origins for People Who Work in the Area		
Destination	Count	Share	Origin	Count	Share
Denver city, CO	113,270	28.1%	Denver city, CO	59,657	15.9%
Aurora city, CO	45,674	11.3%	Aurora city, CO	55,328	14.8%
Greenwood Village city, CO	28,322	7.0%	Centennial city, CO	24,931	6.7%
Centennial city, CO	27,504	6.8%	Highlands Ranch CDP, CO	24,452	6.5%
Littleton city, CO	14,476	3.6%	Castle Rock town, CO	13,177	3.5%
Lakewood city, CO	12,720	3.2%	Parker town, CO	12,813	3.4%
Castle Rock town, CO	12,541	3.1%	Lakewood city, CO	11,542	3.1%
Highlands Ranch CDP, CO	11,358	2.8%	Colorado Springs city, CO	8,779	2.3%
Englewood city, CO	8,755	2.2%	Littleton city, CO	8,769	2.3%
Colorado Springs city, CO	8,503	2.1%	Englewood city, CO	5,870	1.6%
Inverness CDP, CO	7,905	2.0%	Ken Caryl CDP, CO	5,497	1.5%
Lone Tree city, CO	7,469	1.8%	Thornton city, CO	5,461	1.5%
Parker town, CO	7,055	1.7%	Arvada city, CO	5,344	1.4%
Commerce City city, CO	4,391	1.1%	Westminster city, CO	5,207	1.4%
Westminster city, CO	4,381	1.1%	Columbine CDP, CO	4,149	1.1%
Boulder city, CO	3,537	0.9%	Dakota Ridge CDP, CO	4,119	1.1%
Glendale city, CO	3,503	0.9%	Commerce City city, CO	3,131	0.8%
Broomfield city, CO	3,095	0.8%	Lone Tree city, CO	3,073	0.8%
Arvada city, CO	2,495	0.6%	Greenwood Village city, CO	2,955	0.8%
Fort Collins city, CO	2,457	0.6%	The Pinery CDP, CO	2,911	0.8%
Thornton city, CO	2,339	0.6%	Greeley city, CO	2,665	0.7%
North Washington CDP, CO	2,186	0.5%	Stonegate CDP, CO	2,649	0.7%
Ken Caryl CDP, CO	2,079	0.5%	Cherry Creek CDP, CO	2,462	0.7%
Golden city, CO	2,034	0.5%	Castle Pines city, CO	2,444	0.7%
Wheat Ridge city, CO	1,909	0.5%	Fort Collins city, CO	2,418	0.6%
All Other Locations	63,819	15.8%	All Other Locations	94,255	25.2%

Source: U.S. Census Bureau

The questions they wish to help community leaders address with the study are:

1. How much expansion will the transportation network need in order to accommodate those who commute in to fill the new jobs?
2. Where will housing be located along these transportation arterials that serves the needs of middle skill workers while allowing them the ability to easily commute into the area?

The Arapahoe/Douglas Workforce Development Board is working closely with Denver South Economic Development Partnership as well as sector and educational partners to ensure that the labor force will continue to be equipped to meet critical needs of businesses in key industry sectors.

Individuals with Barriers to Employment

As shown in Table 11, the Arapahoe/Douglas area, greater metro Denver and the Central Planning region are all experiencing full employment, which means that the unemployment rate is at or below 4.9%. Correspondingly Workforce Development Boards within the Central Planning Region, including the Arapahoe/Douglas Workforce Development Board, must become more effective in outreach to individuals with barriers to employment, and more effective in preparing those individuals for success in employment. Therefore, the Workforce Innovation and Opportunity Act (WIOA) customers; to include WIOA Adult and WIOA Youth/Young Adult programming will continue to increase and emphasize providing service delivery to individuals with barriers through Arapahoe/Douglas Works!

Justice Involved

Table 13.

Justice System Involvement			
Involvement Level	Estimates, Central Planning Region	Denver-Aurora-Lakewood MSA	Arapahoe/ Douglas Area
Incarcerated - Prison	4,236	3,484	1,186
Incarcerated - Jail	9,003	7,404	2,521
Parole	8,400	6,908	2,352
Probation	65,918	54,214	18,457

Source: U.S. Bureau of Justice Statistics

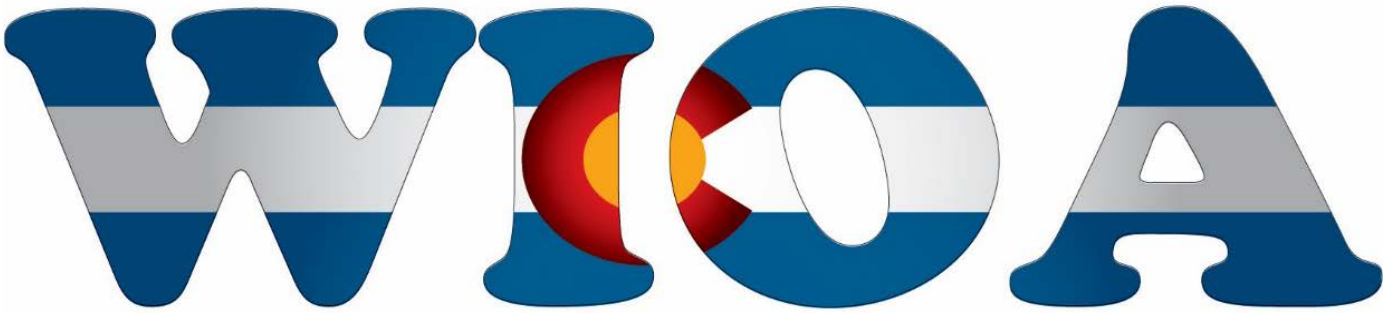
The U.S. Bureau of Justice Statistics reports that in Colorado, the average cost per incarcerated individual is $34,374. This means that it costs nearly $112 million per year to house the 3,700 incarcerated individuals who will reside in the Arapahoe/Douglas Workforce area after release. Local leaders are increasingly realizing that it is much less expensive to provide full workforce development services including occupational training and retention follow-up for this population.

Table 14.

Estimated Counts, Arapahoe/Douglas Area	
Special Population	Estimate
Long Term Unemployed	3,968
Working Part-Time for Economic Reasons	19,421
Estimate of Total Unemployed (U-6)	30,555

Sources: Local Area Unemployment Statistics (LAUS), National Unemployment Data

Table 14 shows underutilized individuals in the local labor force. Extrapolation from national unemployment statistics allows the Arapahoe/Douglas Workforce Development Board to estimate that there are over 30,000 individuals in the area that meet the federal U-6 measure of alternative labor underutilization. The U-6 rate includes the total number of unemployed, plus marginally attached and people working part-time for economic reasons. Marginally attached people are currently neither working nor looking for work, but say they want and are available for a job and have looked for work in the past year.



Driving Innovation & Opportunity

Table 15.

Unemployment Rate, Arapahoe/Douglas Area Veterans			
Area	Unemploy-ment Rate	Labor Force	Unemployed
All Veterans over 18 years	2.9%	34,295	1,001
Gulf War II Era Veterans	3.5%	9,706	337
Disabled Veterans	17.2%	5,899	353

Source: Local Area Unemployment Statistics (LAUS), U.S. Bureau of Labor Statistics, and Connecting Colorado

Table 16.

Unemployment Rate by Race, Ethnicity and Age, Arapahoe/Douglas Area			
Area	Unemploy-	Labor Force	Unemployed
Black or African American	3.6%	100,720	3,644
Hispanic or Latino	4.0%	83,702	3,370
All Teenagers (16-19)	9.8%	17,889	1,753
Black or African American (16-19)	14.7%	2,189	323
Hispanic or Latino (16-19)	10.5%	3,495	367

Sources: Local Area Unemployment Statistics (LAUS), National Unemployment Data

Table 15 shows estimates based on extrapolation of national unemployment statistics for veterans. Unemployment for Gulf War II era veterans is 4/10 of 1% higher than the area's average unemployment.

Table 16 estimates, again using extrapolation from national unemployment statistics, the number of unemployed teens in the area, and the number of unemployed by race and ethnicity.

As shown in Table 2 above, minority populations are growing faster than average in the region, and the full employment market makes it even more urgent to address the workforce development needs of these populations in the face of increasing shortages of skilled workers.

Homeless

Table 17.

Homeless Estimates, Arapahoe/Douglas Area		
Type	Arapahoe/ Douglas	Seven County Region
Homeless	1,810	5,812
Households Without Children	849	2,726
Households With Children	961	3,086
Working Age	1,446	4,644
Veterans	124	399

Source: Metro Denver Homeless Initiative, 2014 'State of Homelessness'

Since homelessness is an issue that transcends local areas, the Arapahoe/Douglas Workforce Development Board is working with other workforce areas in the Central Planning Region to develop streamlined ways to better serve this underutilized labor force group. Since this is a rising concern in the region, Arapahoe/Douglas Works! currently partners with Aurora at Home and utilizes partnerships within the Community Resources Department to ensure resources are available for this population and will continue to strive to strengthen options available to this customer base.

Question 4
Analysis of Workforce Development Activities

A. Strengths
   1. Award winning Workforce Development Board with representation from or ties to key sector leaders.
   2. Regional outlook and proven ability to address local and regional workforce development needs with sister workforce areas.
   3. Proven ability to exceed common measures.
   4. Maintains clean audit and monitoring reports.
   5. Proven successful track record with grants and special populations.
   6. In-depth knowledge of local and regional key industry sectors.
   7. In-depth knowledge of local and regional labor force.
   8. Strong area performance in regional sector partnerships.
   9. Strong partnerships with local and regional economic developers.
   10. Strong partnerships with local and regional chambers of commerce.
   11. Strong partnerships with local and regional postsecondary educators.
   12. Key contributor to statewide business services group.
   13. Key contributor to statewide workforce development through Directors, Operators and Management Information System (MIS) groups.
   14. Utilization of customer-centered design methodology to ensure best-in-class results.

B. Weaknesses
   1. Lack of private funding
      a. Only 0.8% of Arapahoe/Douglas Workforce Development Board funding is private.
      b. Employers in the Arapahoe/Douglas area spend an estimated $173 million annually on training.
   2. Need for stronger linkages between young adult programming involvement and sector partnership efforts.
   3. Need for increased linkages between the Arapahoe/Douglas Workforce Development Board and services, including mental health.
   4. Need for more formal referral relationships with mandatory partners and other programs that serve the needs of individuals with various barriers.

C. Capacity
   1. Serving individuals with barriers costs require more resources, financial and otherwise.
   2. It would be advantageous for area businesses to work more closely with the Arapahoe/Douglas Workforce Development Board to help fund work-based learning programs addressing critical needs.
   3. The area needs to do more extensive cross training with staff so customers can be better matched with appropriate career pathways through:
      a. Formula and discretionary grant funded programming.
      b. Sector partnerships.
      c. Special programs which may include but is not limited to, Technology Employment in Colorado Partnership (TEC-P) and National Emergency Grant (NEG).

d. Work-based learning to include, but not limited to on-the-job training (OJT), work training experience (WTE), pre-apprenticeship, apprenticeship, and/or classroom occupational training.

4. Broadening remote access for workforce development services, including chat capacity with Unemployment Insurance (UI), online universal applications; including intra-governmental agreements across workforce areas and key partners within the Central Planning Region.
5. Need to streamline and standardize intra-regional processes for WTE, OJT and apprenticeship.

Analysis of Education and Training Activities

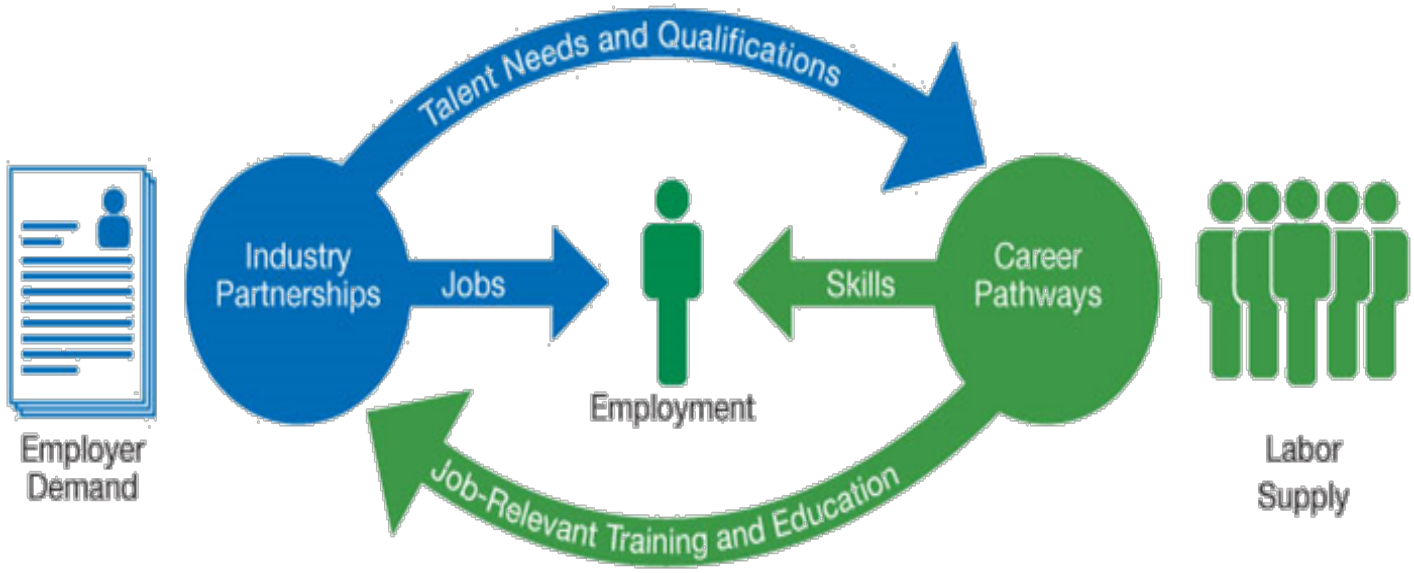
A. Strengths
1. Streamlined regional intake and training request process for the Greater Metro Denver Healthcare Partnership (GMDHP).
2. Best practice in developing and matriculating industry-led occupational training for BSN and specialty nursing programs driven by sector leaders in GMDHP.
3. Two major community colleges (Arapahoe and Aurora) are located in the Arapahoe/Douglas area.
4. Colorado institutions of higher education, including Metropolitan State College of Denver, Colorado State University (CSU), and University of Colorado have satellite campuses in the area
5. CSU Global offers a wide variety of accredited college-level coursework online.
6. The area also is home to a number of accredited and technical private postsecondary institutions, which may include, but not limited to LeaderQuest, New Horizons, EcoTech, University of Phoenix and a variety of others.

B. Weaknesses
1. Process weakness exist where partners have written grants or started specific programs, without sufficient input from business leaders in key sectors and/or workforce development.
2. A challenge Community Colleges face is evolving with the speed of business; an example is when sector leaders in the GMDHP were determining which occupations they would like the Partnership to address, medical assistants came up. Local postsecondary institutions were graduating more medical assistants than there was demand, but according to healthcare employers participating in GMDHP, these graduates were not actually qualified to do the job. This information was communicated with one of the local community colleges, which has yet to make the necessary changes.
3. The Classification of Instructional Program (CIP) coding system does not crosswalk well with the Standard Occupational Classification (SOC) or Occupational Information Network (ONET) in technical occupations.

C. Capacity
1. Workforce development areas within the Central Planning Region need to develop sector experts who can work across areas in the context of existing and developing sector partnerships.
2. Best practices in industry-led occupational training and matriculation, such as the development of BSN and specialty nursing programs driven by sector leaders in the GMDHP should be broadened for critical occupations in other key sectors.

Utilization of Talent Development Strategies

The Arapahoe/Douglas Workforce Development Board and Arapahoe/Douglas Workforce Center utilizes Talent Development Strategies to enhance job-relevant training and education opportunities for customers, which in return drives sustainable employment through strategic human capital investments that produce positive economic returns for business/industry, customers and the community. Through development of policy and procedures, innovative practices to ensure that employer demands are being connected with the qualified labor supply in the region will be implemented through the workforce development service delivery model.



Question 5

Local Board's Strategic Vision and Goals

The Arapahoe/Douglas Works! Workforce Development Board serves the workforce needs of Arapahoe and Douglas counties, which together make up the southeastern portion of Colorado's Denver Aurora Metro Area. This infrastructure of the region includes the Arapahoe/Douglas Workforce Development Board, the Arapahoe/Douglas Works! Workforce Center, economic developers, real estate developers, local governments, public transit, utilities, and P-20 education. It is this public/private partnership which has made the Denver Metro Area one of the most diversified economies in the United States; a magnate for young families and young adults due to world-class business parks, public transportation, infrastructure, international passenger and commercial air transportation, ample recreation opportunities, clean air and water, and a vibrant, expanding economy that grows jobs. The economy is diverse, vibrant and growing due to the region's high quality of life, which has attracted an educated, skilled labor force that has in turn allowed the region to become a hub for several advanced high-tech sectors.

The Arapahoe/Douglas Workforce Development Board is dedicated to identifying and promoting workforce development strategies that positively impact the economic well-being of Arapahoe and Douglas Counties.

OUR VISION is sustainable employment through strategic human capital investments that produce positive economic returns for our business/industry and our communities.

OUR MISSION is to create a best-in-class regional system that is responsive to business/industry that results in a skilled workforce equipped with a work ethic, academic proficiency, and occupational specific talent that rivals our competition.

OUR VALUES: Members of the Arapahoe/Douglas Workforce Development Board honor the following Core Values:

- Visionary Leadership that advocates human capital development;
- Service Excellence grounded in professionalism and respect;
- Innovative responses to workforce needs, that drive economic vitality;
- Stewardship of assets and resources focused on local and regional community priorities;
- Collaboration with regional workforce, education and economic development partners;
- Dedication to building and sustaining a strong regional economy, and the well-being of our business/industry base;
- Results that are best-in-class and provide the highest rate of return on public investment.

The Arapahoe/Douglas Workforce Development Board structure outlines three areas of focus. These areas include **Partnerships**, **Job Seekers** and **Business Engagement**. The WDB structure also outlines both taskforces and standing committees.

The taskforces are defined to analyze, investigate and address specific issues, gaps and needs of the population which Arapahoe/Douglas Works! is working with. The taskforces include the Opportunity Works taskforce, which has a concentration on working with low-income individuals with barriers; the Veteran taskforce, which has a concentration on working with veterans and veteran spouses; and the Abilities taskforce, which has a concentration on working with Individuals with disabilities.

The standing committees work to ensure governance of Arapahoe/Douglas Works! in conjunction with The WDB. The WDB standing committees provide information and assist in carrying out activities within WIOA. The standing committees include a young adult standing committee, which has a concentration on working with the young adult customer base ages 14-24; a One-Stop/Oversight standing committee, which has a concentration on approving the policies, financials and guidelines; and a Regional Planning standing committee, which has a concentration on making sure that the Workforce Development Board and Arapahoe/Douglas Works! work regionally with the central planning region, which the local area designation of Arapahoe and Douglas Counties are included in.

Both the taskforces and standing committees will enable the local area and region to strategically invest in human capital to sustain economic vitality, while maintaining concentration on serving the hardest to serve vulnerable populations or priority service group as defined in WIOA. At this point in time, the Arapahoe/Douglas area, greater Metro Denver and the Central Planning Region are all experiencing full employment, which means that the unemployment rate is at or below 4.9%. Congruently, the workforce development boards within the Central Planning Region, including the Arapahoe/Douglas Workforce Development Board, must become more effective in outreach to individuals with barriers to employment, and more effective in preparing those individuals for success in employment. A concerted effort to engage previously "untapped talent" in career pathways in in-demand industries that truly emphasize the asset and value these individuals bring to the workforce.

The mandatory partner groups that are outlined in WIOA and have been adopted by Arapahoe/Douglas Workforce Development Board include: WIOA Youth/Young Adult, WIOA Adult, WIOA Dislocated Worker, Job Corps, Adult Basic Education, Wagner-Peyser, Veterans and Disabled Veterans programming and Division of Vocational Rehabilitation. In addition to the core programs required under WIOA law, the Arapahoe/Douglas Workforce Development Board will provide individuals with multiple needs access to services, with the following

partner programs; Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American Programs, HUD Employment and Training Programs, Senior Community Service Employment Program, Temporary Assistance for Needy Families (TANF), Trade Adjustment Assistance Programs, and Unemployment Compensation Programs.

The Arapahoe/Douglas Workforce Development Board (WDB) conducted their bi-annual strategic planning session in a public meeting of the WDB on June 4, 2015. During that session the WDB embraced their new role under the Workforce Innovation and Opportunity Act of 2014 (WIOA), re-evaluated their mission, vison, values and strategic priorities and the Executive Committee of the WDB presented a new structure to ensure that the WDB and Arapahoe/Douglas Works! Workforce Center, aligned purposefully with the new requirements and changes within WIOA.

The WDB serves as a strategic leader and convener of employers, workforce development professionals, education providers, economic development agencies and other stakeholders to drive innovation, programmatic synchronization, and alignment of required One-Stop partner investments at the state, regional and local level. The WDB, cognizant of the powerful role ascribed to them in the law, operates independently of other entities and exercises strong leadership in the workforce development agenda and strategy of the state, region and/or local area. With a solid role as change agent, the WDB leads the development of strong and vibrant regional economies where businesses thrive and people want to live and work.

The WDB uses data in new and more effective ways to drive strategic planning and operational efficiency; decisions are data-driven to ensure that workforce investment, educational and economic development strategies are based on accurate assessments of regional labor markets. The WDB works together with other local boards and the State Council to maintain a data collection system and conduct analyses on a quarterly basis, or more often if needed, to identify employer needs for talent, as well as which industries anticipate growth, and determine to what extent the talent pool meets employer requirements. For example, decisions about talent development approaches, including which training programs to fund, are based on these analyses. Relevant workforce intelligence is critical to periodic evaluations of the workforce system as a whole which is the basis for continuous improvement opportunities. The WDB uses data from multiple sources, which includes, but is not limited to economic development agencies.

The Arapahoe/Douglas Workforce Development Board strategic priorities for the next two years (WIOA Program Years 2015 – 2017) are as follows:

1. Creating and fostering business partnerships that bring the best return on investment back to Arapahoe and Douglas Counties, the Central WIOA Planning Region and the State of Colorado.
2. Building sound partnerships to collaborate with employment, education and economic development efforts to ensure economic vitality to the region.
3. Creating an efficient and effective platform for servicing job seekers and the hardest to serve populations.
4. Building the best infrastructure to exceed the demands and needs of business/industry, job seekers and partners within the region.
5. Paving the way for transitioning to the new workforce development system while becoming responsive and integrated within the community and the region.

Youth/Young Adults & Individuals with Barriers to Employment

The new Arapahoe/Douglas Workforce Development Board structure outlines three areas of focus. These areas include Partnerships, Job Seekers and Business Engagement. The new Board structure also outlines both taskforces and standing committees.

The taskforces are defined as a group of WDB members utilizing their expertise to analyze, investigate and address specific issues gaps and needs of the population which Arapahoe/Douglas Works! is working with. The taskforces may include community members and Board members and does not have to have a voting Board member chair the group.

The taskforces that were determined include:

- The Opportunity Works taskforce primarily works with low-income individuals with barriers to employment with the intent to improve opportunities and programming leading to economic self-sufficiency.
- The Veterans taskforce works to ensure that veterans and their spouses have access to all needed services including labor exchange, training, education and social services.
- The Abilities taskforce, which works with persons with disabilities to ensure access to appropriate services leading to success in employment and economic self-sufficiency.

The standing committees are defined as the secondary committees that have been appointed by the WDB. The standing committees will work to ensure that Arapahoe/Douglas Works! operates in compliance with law and regulation, and meets or exceeds all performance indicators stipulated in Section 116 (b)(2)(A) in order to support economic growth and economic self-sufficiency.

The standing committees that were determined include:

- A Young Adult standing committee, which oversees workforce development in the area for young adult customers aged 14-24;
- A One-Stop/Oversight standing committee, which approves the policies, financials and guidelines;
- A Regional Planning standing committee, which works to align workforce development efforts with sister workforce development areas within the Central Planning Region.

Goals Relating to Performance Accountability Measures

In 2006, the Arapahoe/Douglas Workforce Development Board and Arapahoe/Douglas Works! adopted the following five key results indicators:

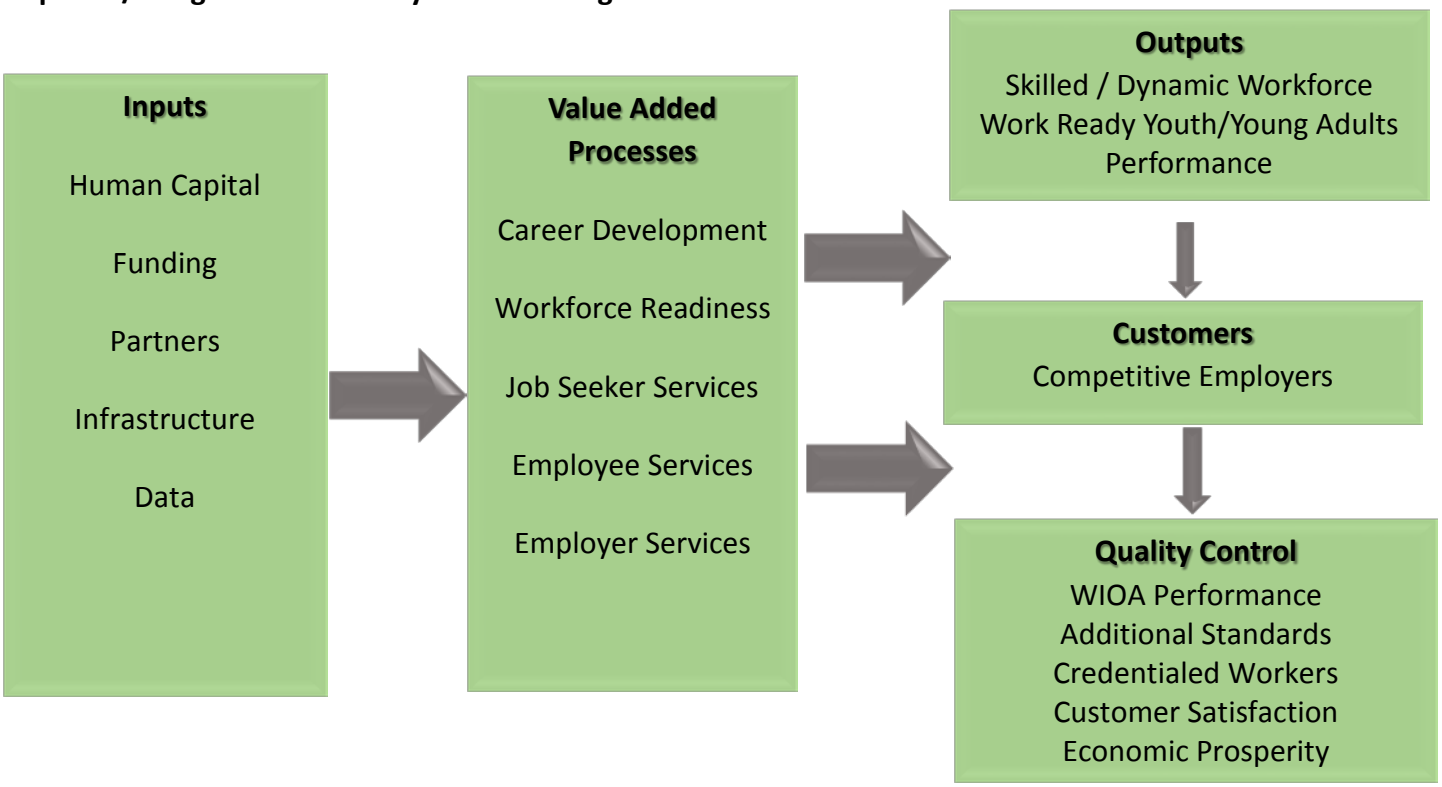
1. 100% employment for all those who want to work;
2. Results that are best-in-class;
3. Denver Metro Area workforce center of choice;
4. Exceptional delivery of services;
5. Provide the highest rate of return on public investment.

All workforce development staff have been trained on customer flow process, industry-wide, industry-specific and regulatory/technical aspects of service delivery at the program and cross-functional levels.

The Arapahoe/Douglas Workforce Development Board tracks performance measures across all programs on a dashboard. This has resulted in:

- Exceeding all Statewide Performance Common Measures for four years in a row.
- No compliance issues identified in federal, state, county and independent Workforce Investment Act (WIA), Wagner-Peyser and U.S.C. Title 38 fiscal audits and program monitoring for a decade.

Arapahoe/Douglas Local Area System Planning Visual:



Question 6
Strategies & Services

The strategies and services the Arapahoe/Douglas Workforce Development Board will use to facilitate employer engagement and deliver career services within the Arapahoe/Douglas Works! Workforce Center, derives from its already strong partnerships with local and regional economic development entities, chambers of commerce, industry associations, education P-20 systems, local and state government entities and non-profits.

In addition, the Arapahoe/Douglas Workforce Development Board actively participates in sector partnerships convened under the auspices of the Colorado Urban Workforce Alliance (CUWA). This partnership is significant because all Arapahoe Douglas Workforce Development Board sector partnerships are regional rather than area specific.

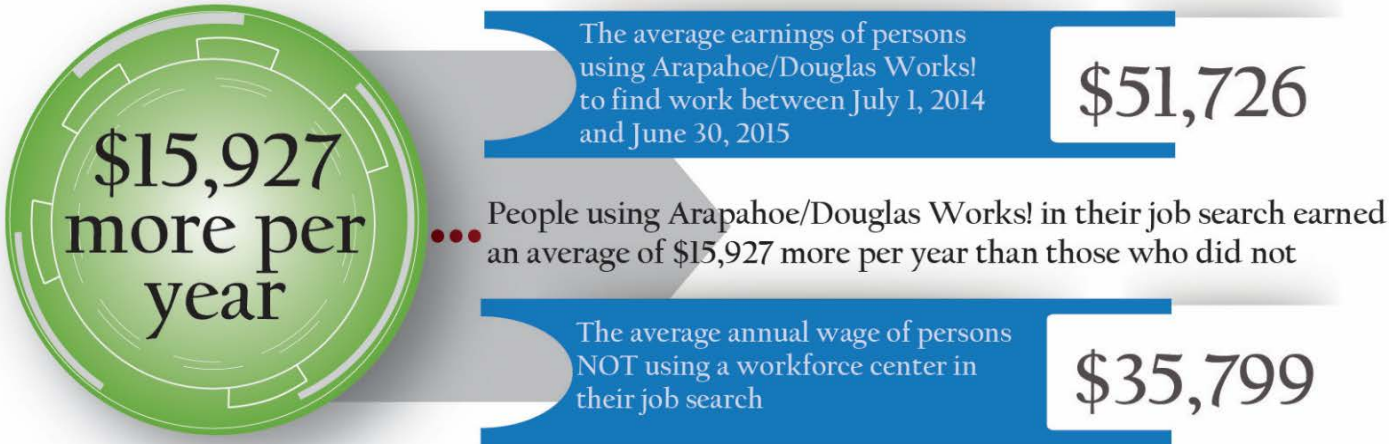
Strategies & Services in Outreach Activities

- Representatives actively participate in the statewide Business Services work groups, including leadership roles within the Advisory Committee, for the purpose of streamlining services offered regionally to employers, tracking employer service delivery, aligning business/industry outreach efforts with other partners and professional development, including data tracking systems and training with labor force data. This ongoing effort has aided workforce areas to work together more effectively assisting sector partnerships and individual employers.

- The Arapahoe/Douglas Workforce Development Board generates a yearly report on the tremendous economic value added through workforce development programming within the area. This allows Arapahoe/Douglas Workforce Development Board to be effective and convincing ambassadors to the business community.
- Regular press releases are issued on behalf of the Arapahoe/Douglas Workforce Development Board by the Chief Local Elected Official/Board of County Commissioners (CLEO/BOCC) through the Arapahoe County Government Communications Department.
- The Arapahoe/Douglas Workforce Development Board has built a solid reputation as a 'go-to' resource for economic developers seeking timely labor force data and analysis as well as seamless staffing services. An average of over 30 such requests are fielded each month from economic developers, site selectors, chambers of commerce, businesses, educators and other partners. The Arapahoe/Douglas Workforce Development Board routinely meets the needs of these requests both in the Arapahoe/Douglas area, greater metro Denver, and the Central Planning Region.
- Arapahoe/Douglas Workforce Development Board membership reflects its commitment to serving its key industry clusters; this ensures that its outreach activities are well aligned with key sectors.
- The Arapahoe/Douglas Workforce Development Board is facilitating the information and guidance for sectors to develop apprenticeship opportunities, increasing sector employer cooperation around critical occupational training, as well as to bring in private sector money and effort to supplement the workforce development system's funding in training.
- In addition, the Arapahoe/Douglas Workforce Development Board participates in forums and other structured educational activities that help employers address current employment life cycle issues.

Economic Impact & Return on Public Investment

- In Program Year 2014, which began July 1, 2014 and ended June 30, 2015, Arapahoe/Douglas! invested $9.38 million in public funds to serve 23,848, at a cost of $393.12 per customer served. Of these:
    - 23,848 were assisted in finding work
    - 18,009 were still working after 6 months
- Arapahoe/Douglas Works! measures its impact each year by looking at the difference in annual wages between its customers and people who did NOT use a workforce center in their job search. In Program Year 2014, this difference was $15,927 annually. This means that the total value Arapahoe/Douglas Works! added to the regional economy was $286.8 million. This number is simply the number of customers still working after six months (18,009) times the difference in annual earnings between those using Arapahoe/Douglas Works! and those not using workforce centers in their job search ($15,927).
- For every one public dollar spent, Arapahoe/Douglas Works! returned $30.59 to the region in value-add earnings. These results paid taxpayers back in 11.76 months.



Utilization of the Business Development Team

- In anticipation of WIOA, the Arapahoe/Douglas Workforce Development Board restructured its business service delivery to ensure that the formula and grant funded programs continue to address the ever changing needs of business/industry.
- Business Development Representatives (BDRs) have been assigned to each targeted cluster as well as given specific responsibilities to collaborate with the various programs to communicate business needs and identify the inventory of talent within those programs.
- Participation in the statewide business services team allows the BDR team to develop regional relationships and work with staff in sister workforce areas to provide seamless services to businesses throughout the region.

Program Support

- Focus on service and program delivery for the hardest to serve, vulnerable populations or priority service groups as defined in WIOA law.
- Develop local policy and procedures within WIOA funding streams that enhances and defines priority of service delivery to adult customers outlined in WIOA law as well as the addition of Mature Workers to local priority consideration and service delivery.
- Align local policy and service delivery with the Arapahoe/Douglas Workforce Development Board's strategic priorities, defined targeted industry clusters and real time labor market data.
- Develop and implement strategies for all core partner programming areas that place the customer at the center of all programs and service delivery mechanisms.
- Develop and implement WIOA Talent Development strategies, which may include but are not limited to, Career Pathway Development, Sector Strategies, Registered Apprenticeships, Work Training Experiences and On-the-Job Training will be utilized to meet the needs of job seekers and business/industry in our region.
- Customer-Centered approaches for core programming areas will be evaluated for improvement, to strengthen processes and procedures allowing for the region to continue to strategically advance career services, business services, WIOA Adult, WIOA Dislocated Worker, WIOA Young Adult, TANF/CW, EF, and Discretionary Grant programming. Customer-Centered design methodology will allow us to make sure that we transition programming, while developing and implementing innovative WIOA Talent Development strategies, to be a best-in-class Workforce Center in our region, state and nationally.

Arapahoe/Douglas Workforce Development Board Business Members & Young Adult Committee Support

After completion of the strategic planning, the Arapahoe/Douglas Workforce Development Board was able to define the strategic priorities for the next two years (WIOA Program Years 2015 – 2017). These priorities are as follows:

1. Creating and fostering business partnerships that bring the best return on investment back to Arapahoe and Douglas Counties, the Central WIOA Planning Region and the State of Colorado.
2. Building sound partnerships to collaborate with employment, education and economic development efforts to ensure economic vitality to the region.
3. Creating an efficient and effective platform for servicing job seekers and the hardest to serve populations.
4. Building the best infrastructure to exceed the demands and needs of business/industry, job seekers and partners within the region.
5. Paving the way for transitioning to the new workforce development system while becoming responsive and integrated within the community.

Sector Partnerships

Strong partnerships with local and regional economic developers have helped the Arapahoe/Douglas Workforce Development Board define its targeted industry clusters. Economic developers and sector leaders have also been instrumental in identifying businesses to participate in sector partnerships. For example, focus groups were conducted with broadband employers that served to validate the labor market data and identify critical needs that the sector faces over the next five years. Subsequently, the Arapahoe/Douglas Workforce Development Board was targeted to write a position paper on one of these critical occupations for the Arapahoe Community College.

Sector partnerships in the Central Planning Region are always business driven and regional in nature. With some, focus groups are all leaders in the sector, and with others such as Technology Employment in Colorado Partnership (TEC-P), Metro Denver Manufacturing Alliance (MDMA), and Greater Metro Denver Health Care Partnership (GMDHP), they cooperate to drive substantive changes in training methodology and in the training pipeline itself. Because business-driven sector partnerships necessarily transcend local areas, the Arapahoe/Douglas Workforce Development Board works extensively with CUWA as the convener for the various partnerships, and with other workforce areas in the region as necessary. The Arapahoe/Douglas Workforce Development Board does not believe it is possible for only one workforce area in the greater metro Denver to be successful as a sector partnership convener; the effort necessarily requires at least three local areas.

Objectives and Goals

The overarching goal for employer engagement is to better facilitate sustainable employment through strategic human capital investments that produce positive economic returns for our business/industry and our communities.

The main objective in engaging business is to give sector leaders a platform from which they can influence the regional training pipeline so its output of human capital is more relevant to current and projected future need.

Question 7

Implementation of Initiatives to Meet Employer Needs

I. The Arapahoe/Douglas Workforce Development Board is now using Work-Based Learning in all programs and for all populations served:

   A. Work Training Experience is done through a contractual relationship with Kelly Services acting as the employer of record. This method of work-based learning is customarily used for customers accessing services through the WIOA Youth/Young Adult program, and is geared primarily to address pre-employment competencies and career pathway exposure as opposed to occupational skills. Due to the low labor force participation and high unemployment rates of Youth/Young Adults, many lack job experience at all.

      Moving forward, the WDB will analyze this form of work-based learning for the WIOA Adult, TANF/CW, SNAP E&T/EF, Justice Involved, Individuals with Barriers, Low-Income Individuals, and Individuals with Disabilities as well, due to the multiple challenges that these populations face.

      Arapahoe/Douglas Works! has restructured its Business Development team to better align with programs as well as to more efficiently facilitate work-based learning opportunities. The Business Development Representatives have been assigned to the Poverty Prevention Programs (TANF/CW, SNAP E&T/EF, and COPEP), and the Talent Development Programs (WIOA Adult, WIOA Dislocated Worker, WIOA Youth/Young Adults, Justice Involved, Mature Workers,

Individuals with Disabilities and Veterans). Business Development Representatives have been trained to have a clear understanding of not only the barriers and challenges our various customer bases may have, but also have the knowledge of the inventory of skills they possess. With this new alignment, the Business Development team has helped both the Poverty Prevention and Talent Development teams secure higher paying jobs, OJT opportunities and has moved these populations to the next quintile in wage earnings. These targeted services have better aligned the Poverty Prevention and Talent Development teams with local businesses better connecting the customers with business needs, while at the same time enhancing program job placements through work-based learning opportunities such as WTE, OJT, apprenticeships, transitional jobs and career pathways.

B. The relationship with Kelly Services has been expanded to include a new OJT model used with individuals with barriers to employment, including TANF/CW, SNAP E&T/EF, COPEP and Justice Involved customers.

C. Other work-based learning programming includes:
   1. OJT activities are a focus for supporting talent pipeline development within the Information Technology (TED-P), manufacturing (MDMA) and healthcare (GMDHP) sector partnerships will be arranged for customers in all programs, as appropriate.
   2. Targeted Industry Sector Academies have been developed for our customers to enhance their skills and abilities to make them more employable. Customers that receive this opportunity include but are not limited to WIOA Youth/Young Adults, WIOA Adult, WIOA Dislocated Worker, Justice Involved, Mature Workers, Veterans, TANF/CW, COPEP, and SNAP E&T/EF customers. These academies include customized classroom and hands on training followed by work-based learning opportunities in industry sectors that have been targeted as in-demand by the Workforce Development Board.

D. An example of serving an industry regionally is working with the aerospace sector, the Arapahoe/Douglas, Denver, Adams and Tri-County workforce areas have worked with Lockheed Martin to develop the first workforce supported registered apprenticeship program extant in Colorado. The program trains electrical manufacturing technicians with the workforce development system paying for a portion of the apprenticeship.

II. The Arapahoe/Douglas Workforce Development Board views its Sector Partnership participation as contributing to overall regional efforts under the auspices of CUWA. It has restructured its business development representative team to better align with sector identified needs, and at the same time to more effectively prepare and market program-attached customers, particularly those with barriers to success in employment.

Arapahoe/Douglas Works! continues to support the Arapahoe/Douglas Workforce Development Board Opportunity Works! taskforce initiatives of moving public assistance customers into career paths that lead to livable wages, which includes customized hiring events, job search preparedness, individual training accounts, on the job training opportunities, industry specific training and career pathway information. All the new poverty prevention initiatives are in alignment with the region efforts which have moved all our public assistance programs into higher average wage at placement and placements in targeted industries.

III. The Arapahoe/Douglas Workforce Development Board participates in the following regional sector partnerships:

A. The GMDHP, which is an active and mature initiative now sustained by sector business leaders and through grant funds from participating CUWA areas. Participation in this partnership takes the form of sending periodic cohorts of WIOA customers through specified training programs. Sector leaders are currently determining the occupations on which they wish to focus in PY16. When this is determined, the Arapahoe/Douglas Workforce Development Board subsequently fund specific occupational training for a cohort of people who will then be potentially hired in the occupation deemed critical by the industry sector leaders.

B. TEC-P, which is a regional effort designed to address critical need in the Information Technology (IT) and advanced manufacturing industries. This is a relatively new but active partnership with the Denver Workforce Development Area taking the lead. The employers participating are dynamic and have already driven the development of several 'boot camp' models designed to rapidly train software development engineers with hands-on and classroom training followed by a paid internship. The employers meet quarterly and the Arapahoe/Douglas Workforce Development Board has prepared difficulty to hire and training pipeline data for this meeting so that CUWA can convene and implement a more concerted effort.

C. National Emergency Grant (NEG) is not itself a sector partnership, however its funds are being used by the various workforce areas to enhance business driven efforts being made through both the GMDHP and Metro Denver Manufacturing Alliance. Interventions may include, but are not limited to occupational classroom training and work-based learning.

D. The Metro Denver Manufacturing Alliance (MDMA) is an emerging sector partnership in which the Arapahoe/Douglas Workforce Development Board intends to participate when the sector business leaders have better identified service deliverables desired from workforce development.

E. The Arapahoe/Douglas Workforce Development Board sent a number of staff from Arapahoe/Douglas Works! to attend the Colorado Workforce Development Council's (CWDC) Sector Academy to further enhance knowledge and skillsets.

IV. In anticipation of WIOA, Arapahoe/Douglas Works! used a variety of data sources to identify the staffing patterns for each of its targeted sectors, and provide information for each of the occupations concerning wages, training opportunities, industry-recognized certificates and credentials, apprenticeships and job listings. It presented this model at the local, state and national levels, including at the 2015 National Association of Workforce Development Professionals (NAWDP) conference. Feedback was sought and obtained from local businesses, educators and other workforce development regions. Based on this feedback, Arapahoe/Douglas Works! has identified the core business occupations of aerospace, aviation, bioscience, broadband, construction, engineering services, finance, healthcare, hospitality, information technology, and manufacturing. In addition, it identified two 'enabling functions' endemic to all targeted sectors. The first is business and finance, which includes operations management, business, finance, marketing and sales occupations. The second 'enabling sector' includes human resources, clerical and information technology occupations. Staff from Arapahoe/Douglas Works! were asked to join the statewide career pathways group convened and chaired by CWDC, and are participating in Colorado's effort to

build a statewide model. Information in this career pathway 'build' is being supplemented by 'on the ground' business intelligence collected through BDRs assigned to various sectors, and in addition has been vetted by economic development partners as well as the statewide business services group. To date, most staff have been trained to use the career pathway model, and the Arapahoe /Douglas Workforce Development Board is developing a web application that will be available on www.adworks.org and downloadable to devices.

Arapahoe/Douglas Works! has developed programming to move customers into targeted industries with opportunities for career pathways. By providing career pathways for customers, they are able to secure livable wages that will free them of public assistance support. The model of industry specific trainings and OJT opportunities are developed with this in mind.

Question 8

Local Board Expansion of Access to all Services

Through its standing oversight committee, the Arapahoe/Douglas Workforce Development Board will ensure that access to all services including employment, training, education and supportive services for eligible individual and individuals with barriers to employment. The WDB has:

- Driven the build and implementation of a career pathways model that provides information about industry recognized credentials that are portable and stackable, and has the tools and processes in place to ensure that any training done is appropriate and relevant to each job seeker based on his/her on-ramp, and to the business need of key industry sectors.
- Outreach to individuals with barriers to employment and co-enrollment of customers which may include, but are not limited to TANF/CW, SNAP E&T/EF, COPEP, Justice Involved individuals and Youth/Young Adults with the goal of meaningful activities leading to self-sustainable employment in key sectors.

Question 9

Strategy to Work with Adult Education and Vocational Rehabilitation

Prior to WIOA, the Arapahoe/Douglas Workforce Development Board had established referral relationships with the Division of Vocational Rehabilitation (DVR). In addition, its one-stop centers have assistive technology and interpreting services available as needed. DVR has now designated a representative to serve on the WDB. Since DVR has been subsumed into the Colorado Department of Labor and Employment (CDLE), the Arapahoe/Douglas Workforce Development Board is waiting on the state for additional guidance regarding accessibility of DVR services through the area one-stop centers, particularly the main location at Lima Plaza and satellite services offered through Altura Plaza in Aurora.

The Arapahoe/Douglas Workforce Development Board currently has a vendor relationship with Learning Source whereby they facilitate regular English as a Second Language (ESL) classes at Arapahoe/Douglas Works! Under WIOA, the state adult education system has assigned an individual from the Learning Source to serve on the area Arapahoe/Douglas Workforce Development Board. In addition, Arapahoe/Douglas Works! offers in-house General Equivalency Diploma (GED) preparation for program-attached customers.

These efforts align with the goal of extending access to individuals that have barriers to success in employment to improve opportunities and programming leading to economic self-sufficiency.

Question 10

Strengthen Linkages Between One-stop and Unemployment Insurance Programs

Arapahoe/Douglas Works! maximizes all available resources and tools to ensure that all job seekers will have full access to jobs. Wagner-Peyser Career Services Advisors provide a variety of high quality career services in a customer-centered approach environment to include, but is not limited to; job search navigation, job ready assessment, vocational counseling, labor market information, and workforce development duties associated with the employability development of Arapahoe/Douglas Works! customers.

Services are delivered in one of three modes including self-service, facilitated self-help services and staff assisted service delivery approaches Depending on the needs of the labor market other services such as job seeker assessment of skill levels, abilities and aptitudes, career guidance when appropriate, job search workshops and referral to training may be available when deemed appropriate.

Our workshops and assessments are widely promoted to our customers to assist in enhancing their pre-employment ability. In an effort to increase service delivery, the Arapahoe/Douglas Works! website offers job seekers easy access to Connecting Colorado, a monthly schedule of comprehensive workshops and one-on-one services. In addition, the Arapahoe/Douglas Works! Twitter account (adworks303) utilizes the platform to post upcoming events and job seeker information.

Arapahoe/Douglas Works! holds hiring events and specialized informational sessions that are targeted to specific populations which may include, but are not limited to; TANF/CW, SNAP E&T/EF, COPEP, Justice Involved individuals, Individuals with Disabilities, Mature Workers, Veterans and Youth/Young Adults.

Arapahoe/Douglas Works has initiated an aggressive outreach strategy to contact Unemployment Insurance claimants via United States mail to commence early claimant intervention in workforce reemployment services. This initiative was established to enhance the state's Reemployment Services and Eligibility Assessment (RESEA) and Links to Reemployment programs.

Moreover, JobFit 2015 is an initiative to target the underemployed with one-on-one assistance to provide labor market information and job search navigation to individuals seeking long term careers.

Internal comprehensive meetings with leadership, as well as frequent communication with our counterparts from the Colorado Department of Labor and Employment (CDLE), address the services provided by Wagner-Peyser staff to avoid duplication of services. In addition, Wagner-Peyser Career Service Advisors utilize Connecting Colorado when meeting with customers to input and verify services provided to avoid duplication and to track customer service delivery.

Question 11

Coordination of Activities Supporting Regional Economic Development

The Arapahoe/Douglas Workforce Development Board has close relationships with both local and regional economic developers. The Arapahoe/Douglas Workforce Development Board had an IT business panel discussion under the auspices of TEC-P at the Innovation Pavilion, which serves as an incubator for small business development in south metro Denver. In addition, Denver South Economic Development Partnership has developed a sector initiative for healthcare IT which has received substantial funding from sector leaders in the GMDHP.

The Arapahoe/Douglas Workforce Development Board developed data showing area imports and exports which was presented to leadership at the Denver South Economic Development Partnership and is now being used as a part of that organization's overall effort to expand business meaningfully and sustainably in the area. Denver South Economic Development Partnership now has a Director of Innovation and Entrepreneurship who works with the Innovation Pavilion and Arapahoe/Douglas Works! staff.

In addition, members of the Arapahoe/Douglas Works! staff have received regional recognition for effective cooperation with the Metro Denver Economic Development Corporation (Metro Denver EDC), which serves a 9-county area that encompasses the Central Planning Region. In a recent interview Tom Clark, the CEO of Metro Denver EDC, noted that Arapahoe/Douglas Works! is the best workforce agency in the metro area. He said, "They have been able to meet the needs of new employers better than most private employment agencies," and stated that the Arapahoe/Douglas Workforce Development Board can be a great asset to an economic development agency like Metro Denver Economic Development Corporation.

In addition, the Arapahoe/Douglas Workforce Development Board works closely with the Aurora Small Business Development Center to provide workshops and other assistance for customers interested in starting a business.

Question 12

Working with Partnerships to Increase Awareness of Career Pathways

The Arapahoe/Douglas Workforce Development Board has designated Arapahoe/Douglas Works! as its primary service provider. Arapahoe/Douglas Works! is a division of the Arapahoe County Community Resources Department, and offers all career services for WIOA Adult and Dislocated Workers, Special Populations, which may include, but are not limited to; TANF/CW and SNAP E&T/EF customers, and a variety of special projects and populations including Individuals with Disabilities, Veterans, Young Adults, Mature Workers, and Justice Involved customers. In addition, Arapahoe/Douglas Works! offers full Wagner-Peyser labor exchange and informational services. Other services provided through Arapahoe/Douglas Works! or via its partners are skill assessments for businesses, GED preparation, ESL classes, interpretive services and assistive technology for disabled customers.

For the purposes of this planning cycle, the Arapahoe/Douglas Workforce Development Board has designated Arapahoe County Government/Community Resource Department/Arapahoe/Douglas Works! Division as the provider of WIOA Title I career services and WIOA Title III Wagner-Peyser career services; allowable under 107.10(D). The Arapahoe/Douglas Workforce Development Board, pending final WIOA rules and regulations from United States Department of Labor and Employment (USDOL), is planning on releasing a Request for Proposal (RFP) to competitively procure the one-stop operator function.

The Arapahoe/Douglas Workforce Development Board is appointed annually by the Chief Local Elected Official/Board of County Commissioners (CLEO/BOCC), for one and two year appointments. The Arapahoe/Douglas Workforce Development Board has identified and through an Arapahoe County and Douglas County Intergovernmental Agreement, designated Arapahoe/Douglas Works! as its main service provider of Career Services to Adults and Dislocated Workers under Section 134, Wagner-Peyser and U.S.C. Title 38 services; Poverty Prevention funding and services, through a contractual arrangement with the Arapahoe County Government and Douglas County Departments of Human Services – including TANF/CW, SNAP E&T/EF, and Child Support Enforcement (COPEP - Arapahoe County only), as well as discretionary and other special grant funded programs.

A Request for Information (RFI) was released in December 2015 through the Arapahoe County Purchasing Division for providers of young adult services; however, responses were insufficient and unresponsive, leading the Arapahoe/Douglas Workforce Development Board to sole source Arapahoe/Douglas Works! as the primary young adult services provider due to its track record of success in meeting or exceeding young adult performance outcomes.

Prior to July 2017, the Arapahoe/Douglas Workforce Development Board will release a Request for Funding Proposal (RFP) for the One-Stop Operator function, who will at the minimum, ensure that Memoranda of Understandings (MOUs) with required partners and service providers are in place and current.

The Arapahoe/Douglas Workforce Development Board is currently in negotiations, with the assistance of CDLE to negotiate with DVR and adult education regarding how these entities will deliver services through the area's workforce development system.

The Arapahoe/Douglas Works! Business Development team is working closely with the statewide business services partnership work group to align employer services with mandatory partners. This includes processes used in employer outreach and tracking.

To increase awareness of the critical role workforce development plays throughout Colorado, and the awareness of career pathways in key industry sectors, the Rocky Mountain Workforce Development Association (RMWDA) convened a summit in October 2015 which included one-stop leadership, Workforce Development Board (WDB) members and leaders, CLEO/BOCC, the Colorado Division of Vocational Rehabilitation (DVR), and the Colorado Departments of Labor & Employment, Human Services and Education to develop WIOA implementation strategy in local areas, planning regions and statewide.

Information on career pathways for key sectors in the Central Planning Region and technical assistance on how to develop them for other regions in the state has been disseminated to the statewide business services group, as well as through the RMWDA summit with the assistance of the CWDC.

Question 13
Description of One-Stop Delivery System

I. One-Stop Delivery System

A. Locations of physical one-stops:
   a. The main office is located at 6964 and 6974 S. Lima Street in Centennial
   b. Satellites are located at:
      i. Altura Plaza, 15400 E. 14th Place, Aurora
      ii. Littleton Plaza, 1690 W. Littleton Blvd., Littleton
      iii. Centre Point, 14980 E. Alameda Drive, Aurora
      iv. Community College Of Aurora Lowry Campus, 9202 E. Severn Place, Denver

B. Arapahoe/Douglas Works! offers all core programs under WIOA, as well as full Wagner-Peyser and U.S.C. Title 38 services, TANF/CW, SNAP E&T/EF, and other grant-funded programming. The Arapahoe/Douglas Workforce Development Board is currently in the process of negotiating terms for delivery of required partner programs, DVR and Adult Education through its offices.

C. The approach taken by the Arapahoe/Douglas Workforce Development Board has allowed services to be integrated throughout the one-stop service delivery system in the

Arapahoe/Douglas area. The Arapahoe County Community Resources Administrative Division, which has been designated by the Chief Local Elected Official/Board of County Commissioners (CLEO/BOCC) as Fiscal Agent receives the following funding allocations through CDLE, which may include, but not limited to:

a. Employment Support Funds;
b. Wagner-Peyser;
c. DVOP, LVER and RVER overhead;
d. Governor's Summer Job Hunt;
e. TAA Case management;
f. Formula funding for Adult, Dislocated Worker and Young Adult programming;
g. Enhanced and other discretionary funding;
    i. Hire for Colorado
    ii. TEC-P Sector Grant
    iii. NEG
    iv. Various performance incentives
h. Funding under contract or grant with various local governments and other entities;
i. Douglas County TANF/CW and SNAP E&T/EF;
j. Arapahoe County TANF/CW and SNAP E&T/EF;
k. Douglas County Jail;
l. Arapahoe County Jail;
m. American Association of Retired Persons (AARP) Foundation.

Temporary Aid for Needy Families/Colorado Works (TANF/CW): provides program compliance and support to custodial parents with minor children. All workforce development services are offered along with support services, education support and child care.

Supplemental Nutrition Assistance Program/Employment First (SNAP E&T/EF): provides program compliance and support to food stamp only adults who are not exempt from the federal programming. Education, support services and community services is offered along with workforce development services.

Colorado Parent Employment Program (COPEP): provides workforce development services for non-custodial parents to be able to come into compliance with their child support orders.

D. Access from remote areas is available through the Arapahoe/Douglas Works! website at www.adworks.org. Once the platform for virtual job fairs has been finalized by CDLE, the Arapahoe/Douglas Workforce Development Board will embrace this service delivery method, particularly in the more rural eastern portions of Arapahoe County and southern Douglas County. Streamlining technology allowing easier access to online WIOA applications, and other documents such as Individual Training Accounts (ITA) requests will be rolled out as developed.

E. The following assessments will be utilized to provide appropriate services to job seekers and businesses as part of the Arapahoe/Douglas Works! one-stop delivery system:
    a. Test of Adult Basic Education (TABE) – Multiple teams within the one-stop system administer TABE testing. Each program administers TABE according to the needs of their customer base. This assessment is almost exclusively used to measure suitability for WIOA entrance.

b. Kenexa Prove It! – Prove It! assessments are provided through the Business and Assessment Center located at our main Lima location in Centennial. Prove It! is a skills assessment useful to both job seekers and businesses wanting to assess skill mastery.
c. Black Fox – Black Fox is a Veterans and/or Lockheed Martin only assessment used to assess technical manufacturing skills. It is only available through the Business and Assessment Center.
d. Choices – Choices is offered in a workshop format through the Career Services team. It is a free website open to the public and can be both individually or group administered.
e. True Colors – True Colors is administered by the Career Services team through the Business and Assessment Center as a personality/fit profiler. The TANF/CW team also administers this assessment to their customers.
f. To ensure no customer needlessly completes the same assessment twice Connecting Colorado service data is consulted.

F. The Arapahoe/Douglas Workforce Development Board assures that all offices within the Arapahoe/Douglas One-Stop Delivery System will be in full compliance with Americans with Disabilities Act (ADA) requirements.

G. The Arapahoe/Douglas Workforce Development Board will utilize its standing committees as well as its strategic taskforces to ensure and drive continuous improvement of service delivery relevant to the needs of local businesses. Included is the specialized taskforce Opportunity Works!; this taskforce is dedicated to meeting the needs of public assistance customers and their workforce development needs.

H. The Arapahoe/Douglas Workforce Development Board does not anticipate contracting with entities for customized training services. Its provider of services, Arapahoe/Douglas Works! ensures informed customer choice through its training request process, which requires a business case to be built by each customer wishing to be awarded an ITA. Thorough labor market data is made available in this process and in job search activities facilitated by knowledgeable staff. This includes, but is not limited to industry profiles, information on career pathways, occupational saturation reports, regional profiles and other data available through the U.S. Department of Labor Employment and Training Administration, including ONET Online and Career One-Stop. This process ensures that both customer choice and accountability for public monies are upheld. Note that technology and sector business leaders driving the development of work-based learning strategies will broaden access to training opportunities.

I. Many individuals with barriers to employment are already being served through the various programs operated by Arapahoe/Douglas Works! These include, but are not limited to; special category and Disabled Veterans, Individuals with Disabilities, Mature Workers, Long-term Unemployed, Out-of-school Youth/Young Adults, Justice Involved, COPEP, TANF/CW and SNAP E&T/EF customers. Arapahoe/Douglas Workforce Development Board members are ambassadors for workforce development services and continue to reach out to these groups.

Furthermore, the three strategic task forces; Veterans Task Force, Opportunity Works Task Force and Ability Task Force (working on strategies to assist disabled customers); as well as the Young Adult Standing Committee are developing outreach strategies. As the relationships with DVR and Adult Education mature, the Arapahoe/Douglas Workforce Development Board anticipates additional outreach leverage to these program customer bases.

Question 14

Education and Workforce Investment Activities

Over the last decade, the Arapahoe/Douglas Workforce Development Board has made the effort to develop substantial expertise in local labor market trends and has developed industry profiles and saturation tables that are in use throughout greater metro Denver. The ITA request process requires the use of this data, in addition to informational interviews and researching current job listings. This has contributed directly to meeting or exceeding state performance common measures outcomes for the last four years.

In the realm of coordinating workforce development with educational activities, the Arapahoe/Douglas Workforce Development Board believes these efforts must be business/industry driven, or at a minimum validated with key sector leaders. Without business input, coordination efforts are not as effective and as sustainable. Therefore the WDB will continue to work collaboratively with postsecondary programs in the region to ensure that the coursework being offered is relevant to industry needs.

This issue still exists with many occupations in the region supporting the various key sectors. The Arapahoe/Douglas Workforce Development Board works with its education partners regularly in concert with other workforce areas and CUWA to make necessary adjustments in curriculum for critical positions. Correspondingly, here is a successful outcome as a result of impactful collaboration amongst partners:

> Regional hospitals have declared themselves 'magnet' hospitals, which means in part that by 2020, over 80% of their registered nurses must have Bachelor's degrees. The sector employers were not hiring people directly out of college with Bachelor of Science and Nursing (BSN) degrees without some experience or special training in areas such as critical care and operating room. Therefore, Arapahoe Community College, which offers the traditional Associate of Applied Science (AAS) degree in nursing worked with Metropolitan State University of Denver to develop a BSN program that also offered specialized training. In the meantime, the regional hospital systems increased the number and scope of their clinical experiences to accommodate the critical need. The result was a successful modification of the training pipeline to better serve critical need in the healthcare industry.

Question 15

Description and Assessment of Adult and Dislocated Worker Employment & Training Activities

Arapahoe/Douglas Workforce Development Board and Arapahoe/Douglas Works! has implemented a customer-centered design methodology endorsed by the United States Department of Labor and Employment. This practice implements a customer-centered approach to processes, strategies, procedures, and services. It focuses upon innovation to address the needs of the end-user. This approach was prototyped and piloted with the WIOA Youth/Young Adult program and customer in mind, and will be realized in all other programs and talent development strategies at Arapahoe/Douglas Works!

Arapahoe/Douglas Works! Adult and Dislocated Worker programming will focus on targeted populations which may include, but is not limited to, Veterans, Justice Involved, Low- Income, Benefits-Attached, Single Parents, UI Exhaustees, Displaced Homemakers, Homeless, Refugees, Individuals with Disabilities, Individuals with

Barriers, those without a High School Diploma, those who are Basic Skills Deficient, and those who speak English as a second language.

Arapahoe/Douglas Works! offers a variety of services available to Adult and Dislocated Worker customers. Individual career services, available to all Arapahoe/Douglas Works! Adult and Dislocated Worker customers, will include, but are not limited to; the career village, the career resource center, labor market information, staff facilitated workshops, job search, and training provider information. Staff assisted career services will include, but is not limited to; orientation, intake, eligibility determination, skill assessment, job search and placement assistance, labor market, navigation, and job referrals. Staff assisted intensive one-on-one career services will include, but are not limited; to comprehensive assessment, counseling, case management, and pre-vocational services.

Arapahoe/Douglas Works! has a tiered training policy with additional tuition assistance for occupational training for Adult and Dislocated Worker eligible customers, targeted in the industries of Aerospace, Aviation, Bioscience, Broadband, Construction, Engineering, Finance and Insurance, Healthcare, Hospitality, Information Technology, and Manufacturing. Arapahoe/Douglas Works! will focus on training and work-based learning opportunities within these regional targeted industries; work-based learning opportunities, which may include, but are not limited to; work training experiences for eligible customers, as well as OJT contracts, and pre-apprenticeship and apprenticeship opportunities, as appropriate. Arapahoe/Douglas Works! will focus on training related placements and career pathways.

Arapahoe/Douglas Works! meets regularly with partner organizations to inform external agencies about current program-funded services. When appropriate, Arapahoe/Douglas Works! conducts offsite informational and intake sessions to heighten awareness about career services and to help to mitigate customer impacts.

Question 16

Description and Assessment of Youth Workforce Investment Activities

The Arapahoe/Douglas Workforce Development Board and Arapahoe/Douglas Works! has implemented a customer-centered design methodology endorsed by the United States Department of Labor and Employment. This practice implements a customer-centered approach to processes, strategies, procedures and services. It focuses upon innovation to address the needs of the end-user. Arapahoe/Douglas Works! Youth/Young Adult programming will focus talent development strategies on targeted populations, which may include, but is not limited to; Veterans, Justice Involved, Low-Income, Benefits-Attached, Pregnant and/or Parenting Youth/Young Adults, Homeless, Refugees, Individuals with Disabilities, those without a High School Diploma, those who are Basic Skills Deficient, and those who speak English as a second language.

Arapahoe/Douglas Works! offers a variety of services available to Youth/Young Adult customers. Individual career services, available to all Arapahoe/Douglas Works! Youth/Young Adult customers, will include, but are not limited to; the career village, career resource center, labor market information, staff facilitated workshops, job search, and training provider information. Staff-assisted career services will include, but is not limited to; orientation, intake, eligibility determination, skill assessment, job search and placement assistance, labor market navigation and job referrals. Staff assistance one-on-one intensive career services will include, but are not limited to; comprehensive assessment, counseling, case management, and pre-vocational services.

Arapahoe/Douglas Works! has a tiered training policy with additional tuition assistance for occupational training for WIOA Adult, Dislocated Worker and Youth/Young Adult eligible customers, targeted in the industries of Aerospace, Aviation, Bioscience, Broadband, Construction, Engineering, Finance/Insurance, Healthcare, Hospitality, Information Technology and Manufacturing. Arapahoe/Douglas Works! will focus on training and work-based learning opportunities within these regional targeted industries; work-based learning opportunities, which may include, but are not limited to, work training experiences for eligible customers, as well as OJT contracts, and pre-apprenticeship and apprenticeship opportunities, as appropriate. Arapahoe/Douglas Works! will focus on increasing training related placements and career pathways.

Arapahoe/Douglas Works! meets regularly with partner organizations to inform external agencies about current program-funded services. When appropriate, Arapahoe/Douglas Works! conducts offsite informational and intake sessions to heighten awareness about career services and to help to mitigate customer impacts.

Question 17

Local Board Coordination of Workforce Investment Activities

The Arapahoe/Douglas Workforce Development Board will develop cooperative service agreements with the Colorado Department of Education identified providers including, Focus Points Family Resource Center, the Learning Source and Spring Institute for Intercultural Learning to enhance adult basic education and literacy. The Arapahoe/Douglas Workforce Center, the designated provider for Wagner-Peyser and U.S.C. Title 38, and Career Services for WIOA Adult and WIOA Dislocated Worker and Youth/Young Adult, TANF/CW and SNAP E&T/EF as well as other grant funded workforce development programs, will continue to offer GED prep internally but will also explore basic adult education and literacy options through these venders as customer needs are identified.

The Colorado Department of Education conducted a selection process that designated a representative from The Learning Source to be nominated to represent the adult basic education representation requirement on the Arapahoe/Douglas Workforce Development Board. Negotiations are in progress to determine the financial contribution to the One-Stop System in compliance with Section 107 (d) (A) (B) (i). The State of Colorado has moved the Division of Vocational Rehabilitation (DVR) from the Colorado State Human Services Department (CDHS) to the Colorado Department of Labor and Employment (CDLE).

The Arapahoe/Douglas Workforce Development Board shall annually assess the physical and programmatic accessibility, in accordance with section 188, and applicable provisions of Americans with Disabilities Act of 1990 (42 U.S.C 12101 et seq), of all one-stop centers in the local area.

Question 18

Provision of Supportive Services

The Arapahoe/Douglas Workforce Development Board reviews policies including those around ITAs and supportive services yearly, which are capped in terms of the total amount each customer may receive during their enrollment period. This allows for appropriate adjustments to transportation vouchers based on current pricing changes. In addition, other supportive services, which may include, but are not limited to; tools, clothing, car repair, rent assistance and other allowable releases of funds under the law must be approved by an Arapahoe/Douglas Works! Manager and are subsequently checked for compliance by the Arapahoe County Community Resources Administrative Division, which has been designated by the Chief Local Elected Official/Board of County Commissioners (CLEO/BOCC) as the Fiscal Agent.

Question 19

Strategies for Maximizing Coordination of Wagner-Peyser Act Services

Arapahoe/Douglas Works!, which is the Wagner-Peyser service provider by agreement with CDLE and the Chief Local Elected Official/Board of County Commissioners (CLEO/BOCC), maximizes all available resources and tools to ensure that all job seekers will have full access to jobs. Wagner-Peyser Career Services Advisors provide a variety of high quality career services in a customer-centered approach environment, which may include, but not limited to; job search navigation, job ready assessment, vocational counseling, labor market information, and workforce development duties associated with the employability development of One-Stop Center customers.

Services are delivered in one of three modes including self-service, facilitated self-help services and staff assisted service delivery approaches depending on the needs of the labor market other services such as job seeker assessment of skill levels, abilities and aptitudes, career guidance when appropriate, job search workshops and referral to training when necessary and appropriate.

Workshops and assessments are widely promoted to customers to assist in enhancing their pre-employment ability. As a specific strategy to increase service delivery, the Arapahoe/Douglas Works! website offers job seekers online access to Connecting Colorado, a monthly schedule of comprehensive workshops and one-on-one services. In addition, the Arapahoe/Douglas Works! Twitter account utilizes the social media platform to post upcoming events and job seeker information.

Arapahoe/Douglas Works! holds hiring events and specialized informational sessions that are targeted to specific populations, which may include, but are not limited to; Mature Workers, Individuals with Barriers, Individuals with Disabilities, Veterans, Youth/Young Adult, and Justice Involved customers.

Arapahoe/Douglas Works has initiated an aggressive outreach strategy to contact Unemployment claimants via US mail to commence early claimant intervention in workforce reemployment services. This initiative was established to enhance the state's Reemployment Services and Eligibility Assessment (RESEA) and Links to Reemployment programs.

JobFit 2015 is an initiative to target the underemployed with one-on-one assistance to provide labor market information and job search navigation to individuals seeking long term careers.

Internal comprehensive meetings with leadership as well as frequent communication with our counterparts from CDLE address the services provided by Wagner-Peyser staff to avoid duplication of services. In addition, Wagner-Peyser Career Services Advisors utilize Connecting Colorado when meeting with customers to input and verify services provided to avoid duplication and to track service delivery provision.

Question 20

Administrative Entity Responsible for Dispersal of Title I and III Funds in the Local Area

The Arapahoe County Chief Local Elected Official/Board of County Commissioners (CLEO/BOCC) has designated the Arapahoe County Community Resource Department Administrative Services Division as its Fiscal Agent, authorized to receive funds on behalf of the CLEO/BOCC and disburse them at the request of the Arapahoe/Douglas Workforce Development Board as described in the law.

Question 21

Description of Competitive Process to Award Sub-Grants & Contracts

The Arapahoe/Douglas Workforce Development Board has designated Arapahoe/Douglas Works! as its primary service provider. Arapahoe/Douglas Works! is a division of the Arapahoe County Community Resources Department, and offers all career services for WIOA Adult and Dislocated Workers, Special Populations such as TANF/CW and SNAP E&T/EF customers and a variety of special projects and populations, which may include but is not limited to: Individuals with Barriers, Individuals with Disabilities, Veterans, WIOA Youth/Young Adults, Mature Workers, and Justice Involved customers. In addition, it offers full Wagner-Peyser labor exchange and informational services. Other services provided through Arapahoe/Douglas Works! or its partners are skill assessments for businesses, GED preparation, ESL classes, interpretive services and assistive technology for disabled customers.

For the purposes of this planning cycle, the Arapahoe/Douglas Workforce Development Board has designated Arapahoe County Government, Community Resource Department, Arapahoe/Douglas Works! Division as the provider of WIOA Title I Career Services and WIOA Title III Wagner-Peyser activities be the provider of Career Services which is allowable under 107.10(D). Arapahoe/Douglas Workforce Development Board pending final WIOA rules and regulations from USDOL is planning on releasing an RFP to competitively procure the one-stop operator function.

The Arapahoe/Douglas Workforce Development Board is appointed annually by the CLEO/BOCC for one and two year appointments. The Arapahoe/Douglas Workforce Development Board has identified, and through an Arapahoe County and Douglas County Intergovernmental Agreement, designated Arapahoe/Douglas Works! as its main service provider of Career Services to Adults and Dislocated Workers under Section 134, Wagner-Peyser and U.S.C. Title 38 services; talent enhancement services through a contractual arrangement with the Arapahoe County Government and Douglas County Departments of Human Services – includes TANF/CW, SNAP E&T/EF, and COPEP (Arapahoe County only), as well as special and grant funded programs.

An RFI was released in December 2015 through the Arapahoe County Purchasing Division for providers of Youth/Young Adult services; however, responses were insufficient and unresponsive. Currently the Arapahoe/Douglas Workforce Development Board Young Adult Sub-Committee will be looking to sole source the 14 elements of WIOA services to Arapahoe/Douglas Works! Workforce Center. CDLE submitted a waiver request in December of 2015 on behalf of the Colorado Workforce Development System to USDOL to afford flexibility regarding the procurement of the 14 elements for Youth/Young Adult WIOA programming. On March 27, 2016, local areas received communication that allows waiver of procurement for two of the 14 elements: supportive services and follow-up services. Arapahoe/Douglas Workforce Development Board pending final WIOA rules and regulations from USDOL will continue to assess whether an RFP to competitively procure the 14 elements of Youth/Young Adult WIOA should be released at a later date.

Prior to July 2017, the Arapahoe/Douglas Workforce Development Board will release a RFP for the One-Stop Operator function, who will at the minimum, ensure that MOUs with required partners and service providers are in place and current.

Question 22

Local Levels of Performance

Local levels of performance have been negotiated for PY15 as allowable under the WIA Section 134. The Arapahoe/Douglas Workforce Development Board intends and is positioning itself to address the new

performance standards as set forth in Section 116 (b) (2) (A) (i) programmatically. Outcomes will be measured using CDLE's statewide database Connecting Colorado, when this system is configured to do so.
Negotiation of actual standards for each of the performance outcomes specified above will be conducted at such time as CDLE designates.
Current WIA Standards are as follows:

- WIA Adult
    - Entered Employment Rate standard = 67.10%
    - Six Month Retention standard = 82.40%
    - Six Month Average Earnings standard = $16,286
- WIA Dislocated Worker
    - Entered Employment Rate standard = 69.21%
    - Six Month Retention standard = 85.04%
    - Six Month Average Earnings standard = $20,018
- WIA Youth
    - Literacy/numeracy standard = 41.00%
    - Placement Rate standard = 60.28%
    - Degree/Certificate standard = 62.00%
- Wagner-Peyser
    - Entered Employment Rate standard = 50.00%
    - Six Month Retention standard = 77.00%
    - Six Month Average Earnings standard = $15,000

The designated service provider, Arapahoe/Douglas Works! is currently exceeding all state performance common measure indicators.

Question 23
Remaining a High Performing Board
The role, actions and commitment of the Arapahoe/Douglas Workforce Development Board and its standing Young Adult committee in supporting:

1. Business services, sector partnerships, career pathways and work-based learning –
    a. Role – continuing to be a high performer with business services will primarily consist of convening, brokering and leveraging support among stakeholders, including local businesses, for workforce development activities conducted in the area as specified in Section 107 (d) (3).

    b. Actions – in accordance with Section 107 (d) (2), the Arapahoe/Douglas Workforce Development Board will continue to be a statewide leader in providing analysis of economic conditions in the local area, Central Planning Region and state, and in assisting in statewide efforts in the collection, analysis and utilization of labor market information, including the provision of staff to help with statewide career pathway efforts. Other actions include the identification, promotion and assistance in regional scaling of best and promising practices.

    c. Commitment - the Arapahoe/Douglas Workforce Development Board will continue to support business services as called for in section 107 (d) (4) (A-D) including leading efforts within the area and the region to engage with a diverse range of employers to promote business representation, develop effective linkages with employers, ensure workforce investment and opportunity activities meet the needs of employers and support economic growth in the region.

2. The Arapahoe/Douglas Workforce Development Board currently is made up of over 51% business members. It has been for many years, and is also in compliance with other membership provisions. The current chair of the Arapahoe/Douglas Workforce Development Board serves on the Board of Directors of the National Association of Workforce Boards. The Arapahoe/Douglas Workforce Development Board is a national award winning, dynamic and well respected Workforce Board throughout Colorado. Its outreach efforts grow from the relationships its primary service provider, Arapahoe/Douglas Works! develops with business/industry and business leaders in key area industry sectors. Once the potential new Workforce Development Board member is advanced, selection is made by the CLEO with the concurrence of the Arapahoe Board of County Commissioners.

Question 24
Using Workforce Investment Works (WIW) Website to Increase Awareness
The WIW website is used by the Arapahoe/Douglas Workforce Development Board to share real-life success stories for businesses, customers gaining reemployment and youth. The identified service provider, Arapahoe/Douglas Works!, is currently in compliance with requirements around WIW postings set forth by the CWDC. The Arapahoe/Douglas Workforce Development Board also provides direct links to WIW through the service provider's website, www.adworks.org. There is a designated member of the Arapahoe/Douglas Workforce Development Board staff who collects success stories and has the sole responsibility of posting them on the WIW site.

Question 25
Public Comment
To ensure the required opportunity for businesses, labor organizations and the public to comment on its local plan, the Arapahoe/Douglas Workforce Development Board has linked the local area plan with the CWDC website (https://www.colorado.gov/pacific/cwdc/colorado-state-plan) that currently contains the Colorado State Plan and will contain Colorado Regional Plans. This designated site has opportunity and visibility for all interested parties to provide comment. This information will become public record with a public announcement through a press release from the Arapahoe County Communications Department.

The WIOA Law can be located in its entirety at https://www.congress.gov/113/bills/hr803/BILLS-113hr803enr.pdf.

Summary

The Arapahoe/Douglas Workforce Development Board will continue to serve as the strategic leader for the local area designation of Arapahoe and Douglas Counties. The WDB will work in partnership with the Governor, Colorado Workforce Development Council, and Chief Local Elected Officials/Board of County Commissioners (CLEO/BOCC) to facilitate public/private partnerships; support talent development strategies that advance opportunities for all job seekers; to include, but not limited to low-skilled adults, young adults, veterans, mature workers, low-income households, long-term unemployed, dislocated workers and individuals with disabilities. The Arapahoe/Douglas Workforce Development Board will work to foster innovation, engage stakeholders, diversify funding, and guarantee streamlined operations and service delivery excellence.

The Arapahoe/Douglas Workforce Development Board will work with CLEO/BOCC to ensure that a common vision and design is shared amongst the key stakeholders. The WDB will work to govern the system regionally through creating a unified regional and local plan while integrating education, training, support services and other workforce services across the core programs. The WDB will ensure that Arapahoe/Douglas Works! Workforce Center aligns their policies and service delivery model with regional economies and support sector strategies tailored to the needs of the community and region.

The Arapahoe/Douglas Workforce Development Board will make investments in employment, education and training programs that ensure evidence-based, data-driven and programmatic service delivery that is accountable to customers and taxpayers. Performance accountability and data reporting will be aligned to promote the workforce development system that creates a best-in-class regional system, responsive to business/industry.

GLOSSARY OF KEY TERMS & DEFINITIONS

TERMS (ACRONYMS)

AARP: American Association of Retired Persons	LMI: Labor Market Information
ABE: Adult Basic Education	LQ: Location Quotient
AD: Adult	MDMA: Metro Denver Manufacturing Alliance
ADA: Americans with Disabilities Act	MIS: Management Information System
BDR: Business Development Representative	MOU: Memorandum of Understanding
BOCC: Board of County Commissioners	MSA: Metropolitan Statistical Area
BSN: Bachelor of Science and Nursing	NAICS: North American Industry Classification System
CDE: Colorado Department of Education	NEG: National Emergency Grant
CDHS: Colorado Department of Human Services	ONET: The Occupational Information Network
CDLE: Colorado Department of Labor and Employment	PST: Professional, Scientific, Technical
CEB: Cooperative Executive Board	RFI: Request for Information
CIP: Classification of Instructional Program	RFP: Request for Proposal
CLEO: Chief Local Elected Official	RESEA: Re-employment Services and Eligibility Assessment
CUWA: Colorado Urban Workforce Alliance	SNAP E&T: Supplemental Nutrition Assistance Program
CW: Colorado Works	SOC: Standard Occupational Classification
CWDC: Colorado Workforce Development Council	TABE: Test of Adult Basic Education
COPEP: Colorado Parent Employment Program	TANF: Temporary Assistance for Needy Families
DVR: Division of Vocational Rehabilitation	Tec-P: Technology Employment in Colorado Partnership
DW: Dislocated Worker	U.S.C.: United States Code
GED: General Equivalency Diploma	USDOL: United States Department of Labor
GMDHP: Greater Metro Denver Healthcare Partnership	Vets: Veteran Services
EF: Employment First	WDB: Workforce Development Board
EMSI: Economic Modeling Specialists International	WIA: Workforce Investment Act
ESL: English as a Second Language	WIOA: Workforce Innovation and Opportunity Act
ETPL: Eligible Training Provider List	WIW: Workforce Investment Works
IGA: Intergovernmental Agreement	WP: Wagner Peyser
ITA: Individual Training Accounts	WTE: Work Training Experience

KEY DEFINITIONS

Americans with Disabilities Act: A federal law providing for comprehensive civil rights protection to individuals with disabilities in areas of employment, public accommodations, state and local government services and telecommunications. (PL101-336)

Adult Basic Education: Academic instruction and education services below the postsecondary level that increase an individual's ability to—(A) read, write, and speak in English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its recognized equivalent; (B) transition to postsecondary education and training; and (C) obtain employment."

Application: The process which requires the physical attainment of all necessary eligibility documentation regarding citizenship, age, income, selective service registration (if applicable) plus basic skills assessment for math and reading levels. Upon completion of eligibility determination, and signing of the application, eligible customers are placed into the applicant pool for consideration for enrollment into intensive services.

Apprenticeships: An employer-driven model that combines on-the-job learning with related classroom instruction that increases an apprentice's skill level and wages.

Assessment: A judgment of vocational interests, abilities, previous education and work experience, income requirements, and personal circumstances.

Barriers to Employment: Conditions that may make employment difficult for certain individuals. Individuals with such barriers may include: single parents, displaced homemakers, youth, public assistance recipients, older workers, substance abusers, teenage parents, veterans, ethnic minorities, and those with limited English speaking ability or a criminal record or with a lack of education, work experience, credentials, transportation or child care arrangements.

Basic Education: Instruction usually conducted in an institutional setting that is directed towards imparting the basic skills of communication, computation, problem solving, health, consumer development, and citizenship. Instruction for youth could include, but not be limited to, enrollment in a secondary school. Adult Basic Education (ABE) would include upgrading the same basic skills, however, it is directed towards adults who are generally classified as functionally illiterate, undereducated, or whose inability to speak, read or write the English language constitutes a substantial impairment of their ability to get or retain employment commensurate with their readability. Such instruction is designed to raise the level of education of such individuals with a view to making them less likely to become depend on others, to improving their ability to benefit from occupational training and other wise increasing their opportunities for more productive and profitable employment.

Basic Literacy Skills: Reading, writing, mathematics, problem solving and interpersonal skills training that enable adults to communicate in English, use math, obtain a high school diploma or GED and become productive, employable citizens Basic Skills Deficient and Deficient in Basic Literacy Skills

Basic Skills Deficient: An individual has English reading, writing, or computing skill at or below the eighth grade level on a generally accepted standardized test or a comparable score on a criterion-referenced test. (WIA Section 101 (4))Deficient in Basic Literacy Skills: Is an individual who, at a minimum, meets the definition of Basic Skills Deficient; or is unable to compute or solve problems, read write, or speak English at a level necessary to function on the job, in the individual's family, or in society. (20 CFR Part 664.205(a))

Board of County Commissioners: A county commission (also known as a board of county commissioners) is a group of elected officials charged with administering the county government in some states of the United States. County commissions are usually made up of three or more individuals.

Career Pathways: A series of connected education and training programs, work experiences, and student support services that enable individuals to secure a job or advance in an in-demand industry.

Career Services: Career Services Career services for adults and dislocated workers must be available in at least one Job Center in each local workforce development area. There are three types of career services, as identified in §678.430 of the NPRMs: Basic career services; Individualized career services; and Follow-up services.

Case Management/Intensive Service: A customer-centered approach in delivery of services, designed to: 1. Prepare and coordinate comprehensive employment plans, identifying barriers to participation and employment; devise service strategies for customers to ensure access to workforce investment activities and supportive services, using, where feasible, computer-based technologies; and 2. Assist in the enrollment of customers into allowable activities designed to enhance employability (i.e. motivation, assessment, job preparation workshops, educational classes and/or training, and/or employment services), providing job development and placement services, and assisting individuals and families in accessing community services, addressing emergency assistance and crisis intervention and immediate needs (i.e. food, housing, clothing, and transportation); and 3. Provide job and career counseling during program participation and after job placement.

Categorical Income Eligibility: Categorical Income Eligibility may be used to determine whether a customer is income eligible for intensive and training services. The applicant meeting categorical eligibility for income must meet all the other eligibility criteria. Applicants are deemed to have met the income eligibility requirements if the applicant that: 1. Receives or a member of a household that receives, or has been determined eligible to receive, SNAP/food stamps within the six (6) month period prior to applicant to a WIA program; 2. Receives, or is a member of a household that receives cash payments under a Federal, State, or local income-based public assistance program such as TANF, RCA, GA or SSI; 3. Homeless; 4. Youth in state-sponsored foster care or youth aging out of state-sponsored foster care.

Chief Local Elected Official: The chief elected executive officer of a unit of general local government in a local area.

Connecting Colorado: A website where job seekers can post their resumes and search for job openings. Employers can post job listings in the nation's largest online labor exchange, create customized job orders, and search resumes.

Core Services: Services available to all customers (universal access) of the One-Stop Center or affiliate partner agency. Core services include self-help services and services requiring minimal staff assistance as described under Section 134 (d) (2) of the Act. Note: When staff assistance is required to provide supportive services to Core service customers, registration is required and counted for performance measurement purposes.

Credentials: A credential is a nationally recognized degree or certificate or state recognized credential. Credentials include, but are not limited to, a high school diploma, GED, or other recognized equivalents, post-secondary degrees/certificates, recognized skill standards, licensure or industry-recognized certificates (i.e., ASE car repair, Hazmat, CAN, CDL, Boiler Operator, Flag Person, Heavy Equipment Operator, etc.), and all state education agency recognized credentials. (This definition applies to current WIA statutory adult, older youth and dislocated worker measures only it does not apply to the common measures).

Customer: A Customer is any person seeking assistance to find employment or training, whether employed or unemployed, and employers who need qualified workers for their company or training for the workers who are already employed with them.

Customer-Centered: Services and improvements to the system are made based on customer feedback.

Customer-Centered Design/Human Centered Design: Human Centered Design framework expands the range of research techniques to help build more accurate profiles and deeper understanding of job-seekers, students, and employers. This results in concrete solutions with a sharper focus on solving problems.

Customized Training: Training that is designed to meet the special requirements of an employer (including a group of employers); 2. Training that is conducted with a commitment by the employer to employ an individual on successful completion of the training; and 3. Training for which the employer pays for not less than 50 percent of the cost of training. The training may occur at the employer's site or may be provided by a training vendor able to meet the employer's requirements. Such training usually requires a commitment from the employer to hire a specified number of trainees who satisfactorily complete the training.

Disabled Veteran: A veteran who is entitled to compensation under laws administered by the Veterans Administration, or an individual who was discharged or released from active duty because of service-connected disability.

Disadvantaged Adults: Educationally or skills disadvantaged adults are those persons who score below 8th grade level on standardized tests. They required educational assistance to bring their basic skills to a level that would make them eligible for secondary (high school) education or to hold a job with Basic English and math skills.

Discretionary Grant: Priority Selection for Career Services and Training Services Funded with WIOA Statewide (10%) Discretionary Grants/Contracts for purposes of WIOA statewide (10%) discretionary funds, the Governor has determined that these funds will be prioritized as follows: 1. Eligible veterans and spouses; 2. Unemployed individuals; 3. Low-income individuals; 4. Other Colorado job seekers. As indicated by the first priority, recipients of WIOA 10% discretionary grants and contracts will continue to provide priority selection of veterans for career and training services as required under P.L. 107- 288 “Jobs for Veterans Act” and in alignment with Workforce System Policy 1009 Revision 2. In applying this policy to 10% funded projects, veterans who are unemployed and/or low-income, have priority over all other individuals served under these projects.

Dislocated Worker: An individual who: has been terminated or laid off from their job, or who received a notice of termination or layoff, from their employer; is eligible for or has exhausted their unemployment payments; or has been employed for a duration sufficient to demonstrate, to the appropriate entity at a one-stop center, attachment to the workforce, but cannot get unemployment compensation because of low earnings or having done work for an employer not covered under a State unemployment compensation law; and is unlikely to return to a previous industry or occupation; has been terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility or enterprise; is employed at a facility which the employer has made a general announcement that such facility will close within 180 days; or for purpose of eligibility to receive services other than training services, intensive services or supportive services, is employed at a facility at which the employer has made a general announcement that such facility will close; was self-employed (including employment as a farmer, rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters, is a displaced homemaker; or is the spouse of a member of the Armed Forces on active duty and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member; or is the spouse of a member of the Armed Forces on active duty and who meets the criteria.

DOL, USDOL: The U.S. Department of Labor, including its agencies and organizational units.

Economic Development: Local planning and zoning commissions or boards, community development agencies, and other local agencies and institutions responsible for regulating, promoting, or assisting in local economic development.

Eligible Provider: The term "eligible provider", used with respect to: 1. Training services, means an organization, such as a public or private college and university, or community-based organization whose application has been approved for the State list of training services as identified; 2. Intensive services, means a provider who is identified or awarded; 3. Youth activities, means a provider who is awarded a grant or a contract; 4. Other workforce investment activities, means a public or private entity selected to be responsible for such activities, such as a one-stop operator designated or certified.

Eligible Training Provider List (ETPL): A statewide collection of providers that are approved to give services through the One-Stop system. These lists contain consumer information, including cost and performance information for each of the providers, so that customers can make informed choices on where to use their Individual Training Accounts.

English as a Second Language (ESL): English language education for adults whose inability to understand, speak, read, or write the English language is a barrier to their ability to get or keep employment. This also has effects on their real ability to function in society or successfully complete the citizenship application process.

Firewall: Separation as a part of the procurement process.

GED-General Equivalency Diploma: A high school equivalency diploma, which is obtained by passing the General Educational Diploma Equivalency Test that, measures skills and knowledge generally associated with four years of traditional high school instruction.

In-Demand Industry Sector or Occupation: An industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the State, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or an occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy, as appropriate.

Individual with a Barrier to Employment: A member of one or more of the following populations: displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166; **p**ersons with disabilities, including youth who with disabilities; older individuals; ex-offenders; homeless individuals as defined in the Violence Against Women Act of 1994, or homeless children and youths as defined in the McKinney-Vento Homeless Assistance Act; youth/young adults who are in or have aged out of the foster care system; person who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers; persons within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act; single parents including single pregnant women; long-term unemployed person; and such other groups as the Governor involved determines to have barriers to employment.

Individual with a Disability: 1. In general. An individual with any disability (as defined in section 3 of the Americans with Disabilities Act of 1990 (42 U.S.C. 12`02)). 2. Individuals with Disabilities. More than one individual with a disability.

Individual Training Accounts (ITA): An expenditure account established on behalf of an eligible customer in WIA Title IB adult, youth and dislocated worker programs to purchase training services from eligible providers they select in consultation with the case manager, counselor or coordinator.

Intensive Services: Services available to adults and dislocated workers who have completed one or more Core Services and are still unable to gain employment OR who are employed and have been determined in need of services to get a better job in order to gain self-sufficiency. Intensive Services include individual career planning, resume preparation, job clubs, career counseling, internships, and comprehensive assessments. Basic education, ESL, and basic computer literacy are also sometimes considered intensive. Note: All customers in intensive services must be registered and are counted for performance measurement purposes.

Internships: WIOA considers an internship to be a form of paid or unpaid work experience, defined as an opportunity for exposure to the requirements of a particular occupation or industry, the work environment and the behavioral expectations for success on the job. Such work experiences are not expected to provide formal training for occupational skills, although some skills may be learned.

Justice Involved: An adult or juvenile who is or has been subject to any stage of the criminal justice process, and for whom services under this Act may be beneficial; or who requires assistance in overcoming artificial barriers to employment resulting from a record of arrest or conviction.

Labor Force: The total of all civilians classified as employed and unemployed and members of the Armed Forces stationed in the United States. (Bureau of Labor Statistics Bulletin 2175).

Labor Market Area: An economically integrated geographic area within which individuals can reside and find employment within a reasonable distance or can readily change employment without changing their residence. Such an area shall be identified in accordance with criteria used by the Bureau of Labor Statistics of the Department of Labor in defining such areas or similar criteria established by a Governor.

Labor Market Information: Labor Market Information (LMI) must be provided to customers in every program. LMI generally involves four major areas of information, which include national job trends (including supply and demand), local job opportunities, education and skill requirements for jobs, and job seeking skills (writing resumes, job interview techniques, etc.).

Life Skills: Those skills which are included in adult literacy dealing with such topics as consumer economics, government and law, occupational knowledge, community resources, and health that are included into an educational agency's basic literacy skills course of study.

Local Area: The local workforce development area(s) designated by a Governor for delivery of WIOA services.

Lower Living Standard Income Level: The income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually by the Secretary of Labor based on the most recent lower living family budget issued by the Secretary.

Local Workforce Development Board: A local workforce development board established under section 107 of WIOA, as one of the 10 federally recognized local areas in Colorado.

Low Income Individuals: The term "low-income individual" means a person who: 1. receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program; 2. received an income, or is a member of a family that received a total family income, for the 6-month period before application for the program involved (besides unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402) that, for their family size, is not more than the higher of—(i) the poverty line, for an equivalent period; or (ii) 70 percent of the lower living standard income level, for a similar period; 3. belongs to a household that receives (or has been decided within the 6-month period before application for the program to be eligible to receive) food stamps according to the Food Stamp
Act of 1977 (7 U.S.C. 2011 et seq.); 4. is a homeless person, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C. 11302); 5. is a foster child for whom State or local government payments are made; or 6. in cases permitted by rules decided by the Secretary of Labor, is a person with a disability whose own income meets the requirements of a program described in subparagraph (1) or of subparagraph (2), but who is a member of a family whose income does not meet such requirements.

Mature Worker: An individual age 55 or older.

Occupational Skills Training: Includes both (1) vocational education which is designed to provide individuals with the technical skills and information required to perform a specific job or group of jobs, and (2) on-the-job training.

ONET: The Occupational Information Network for use matching the title of an occupation with its 5 or 6-digit occupational code (http://online.onetcenter.org/).

On-the-Job-Training: Training by an employer that is provided to a paid customer while 1. Engaged in productive work in a job that: 2. Provides knowledge or skills essential to the full and adequate performance of job; 3. Provides reimbursement to the employer of up to 50 percent of the wage rate of the customer, for the extraordinary costs of providing the training and the additional supervision related to the training; and 4. Is limited in duration as appropriate to the occupation for which the customer is being trained; taking into account the content of the training, the prior work experience of the customer, and the service strategy of the customer, as appropriate.

Pre-Apprenticeship: Services and programs, often including classroom instruction, designed to prepare individuals to enter and succeed in Registered Apprenticeship programs. These programs should have a documented partnership with at least one Registered Apprenticeship program sponsor and together, they expand the customer's career pathway opportunities with industry-based training coupled with classroom instruction.

Public Assistance: Federal, State or Local government support provided to families for which eligibility is determined by a needs or income test. Includes TANF, childcare, food stamps (SNAP), housing assistance, work subsidies, and allowances or other cash payments to meet living expenses.

Quintiles: Are often used to create cut-off points for a given population. For example, a government sponsored socio-economic study may use quintiles to determine the maximum wealth a family could possess in order to belong to the lowest quintile of society. This cut-off point can then be used as a prerequisite for a family to receive a special government subsidy aimed to help society's less fortunate.

Regional Areas: This term does not have a specified meaning for Colorado. In WIOA, the terms are local area (the 10 federally recognized geographic areas that receive WIOA funding and are responsible for the administration and delivery of WIOA programs and services) or regional planning area (a group of local areas that have agreed to coordinate service delivery and develop regional WIOA plans).

Registered Apprenticeships: An employer-driven model that combines on-the-job learning with related classroom instruction that increases an apprentice's skill level and wages and is registered/approved with the US Department of Labor.

Sector Partnerships: Brings together employers, at a regional level, from the same industry with the education, training and other community support programs needed to implement solutions and services that ensure the target industry thrives.

Supplemental Nutrition Assistance Program (SNAP): Provides supplemental food and nutrition assistance to low income individuals. Replaced Food Stamp program.

Standing Committee: A component of a local Workforce Development Board that is chaired by a board member, includes other community members, and focuses on a specific issues, such as youth or one-stop operations

Talent Development: Developing and guiding customer's skills, knowledge and abilities through understanding, managing and developing their talents in the best possible way; in conjunction with occupational training, classroom training and work-based learning strategies.

Temporary Assistance to Needy Families (TANF): Is a federal program providing cash, medical or food assistance for parents and children.

Trade Adjustment Assistance (TAA): Trade Adjustment Assistance service and allowances provided for achieving reemployment of adversely affected workers, including TRA, training, and other re-employment services, and job search allowance and relocation allowances.

Trade Readjustment Allowance (TRA): A weekly allowance payable to an affected worker with respect to such worker's unemployment.

Training Services: The education and employment training services to be offered at no cost to One-Stop system customers who have been unable to get a job after having received one or more core services and one or more intensive services.

Veteran: An individual who served in the active military, naval, or air service, and who was discharged or released from such service under conditions other than dishonorable.

Veteran (Recently separated): Any veteran who applies for participation under this title within 48 months after the discharge or release from active military, naval, or air service.

Vocational Rehabilitation: Is a process/program which enables persons with functional, psychological, developmental, cognitive and emotional impairments or health disabilities to overcome barriers to accessing, maintaining or returning to employment or other useful occupation.

Wagner-Peyser: Employment Service programs – Employment Service basic labor exchange and other services funding source.

Welfare and/or Public Assistance Recipient: A person who, during the course of the program year, receives or is a member of a family who receives cash welfare or public assistance payments under a Federal, State, or local welfare program.

WIOA Adult: An individual who is age 18 or older.

WIOA: Is a comprehensive legislation that reaffirms, reforms, and modernizes the public workforce system, bringing together and enhancing several key employment, education, and training programs. WIOA resources, services, and leadership tools for the workforce system to help individuals find and maintain good jobs and improves employer prospects for success in the global marketplace. It ensures that the workforce system operates as a comprehensive, integrated and streamlined system to provide pathways to prosperity for those it serves and continuously improves the quality and performance of its services.

Work Training Experience: A temporary activity (generally six months or less) which provides a person with the opportunity to gain the skills and knowledge necessary to perform a job, including work habits and behaviors, and which may be combined with classroom or other training.

Work-based Learning: Experiential learning opportunities that take place within a business or onsite with an employer.

Workforce Development: Is an American economic development approach that attempts to enhance a region's economic stability and prosperity by focusing on people rather than businesses. It is essentially a human resources strategy.

Youth/Young Adults: Means an individual between ages 16-24 who meets the Title I of WIOA Youth/Young Adult program eligibility.