



Denver Workforce Development Board Local Plan: July 1, 2016- June 30, 2020

Introduction

The Denver Workforce Development Board (Denver WDB), authorized by the Workforce Innovation and Opportunity Act (WIOA, Pub. L. No. 113 – 128, July 22, 2014), and certified by the Colorado Workforce Development Council (CWDC) as a local area, serves as a strategic convener to promote and broker aligned relationships between the Mayor and economic development, education, and workforce partners to engage in and implement state-of-the-art talent development solutions tailored to meet the needs of Denver area businesses and job seekers as part of an integrated, holistic, customer-centered, and effective business-driven workforce development system.

During the 2016-2017 program year Denver Office of Economic Development (OED) will implement a comprehensive One-Stop model that integrates WIOA and TANF programs into a seamless service delivery system and will work to refine specific strategies by focusing on the following fundamental elements:

- **Career Pathways** - creating and providing information to career seekers that explains in demand middle skilled occupations and the training, skills, certifications/credentials needed to attain them.
- **Business Driven** - developing work-based learning experiences across the continuum of work experience, transitional jobs, professional internships, and on-the-job training, and focusing on developing industry led registered apprenticeship programs in nontraditional areas such as IT and advanced manufacturing.
- **Denver Workforce System** - integrating WIOA and TANF employment and training programs through a holistic, customer-centered design that seamlessly aligns services and resources across the community into one comprehensive One-Stop system.
- **Denver Preferred Training Provider List** - providing clear and transparent information to prospective students regarding career pathways and the preferred education and training programs by industry/occupation.

The Denver Local Area Plan was completed in alignment with the Central Planning Region Plan, the goals and vision of the Denver Workforce Development Board and in accordance with the WIOA regulations. Through this plan, the Denver Local Area will propose innovative methods of

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training and serving the job seekers and businesses in the Denver County area. This plan will be overseen by the Director and utilized as a guide to evaluate the implementation and efficacy of specific strategies.

- 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;**

Exhibit 1 estimates employment activity within Denver County from 2010 to 2020 for OED’s targeted industries of Healthcare & Wellness, Scientific & Technical Services, Information Technology, Finance, Manufacturing, Construction/Skilled Trades, and Retail & Hospitality. These industries have been identified as providing the largest levels of employment as well as projected to have double digit levels of sustainable growth within the same time period.

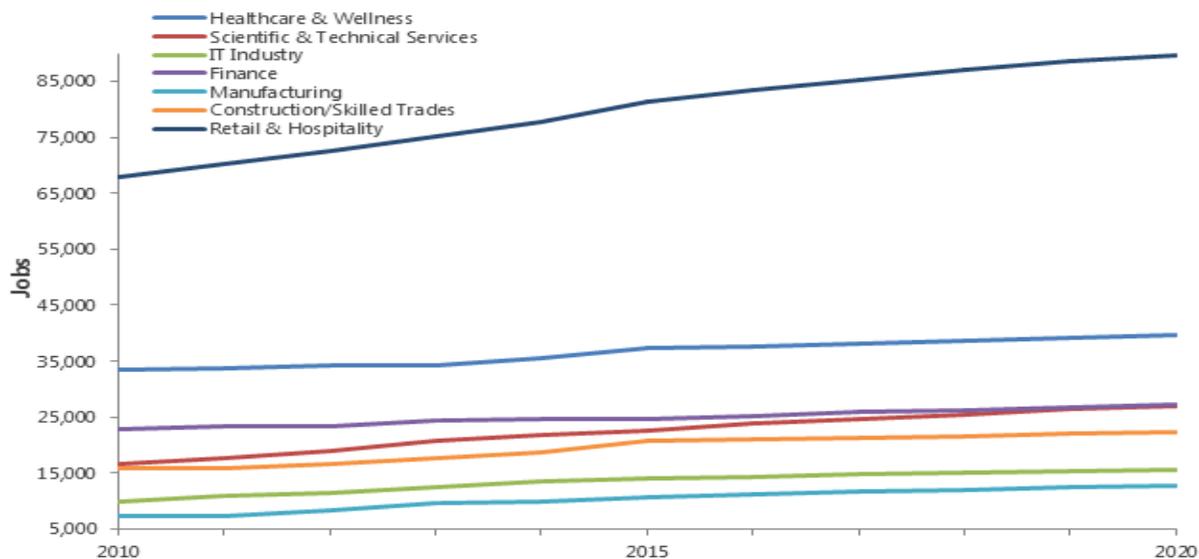


Exhibit 1. Number of Jobs by Key Industries, Denver County, 2010 – 2020 Source: EMSI 2015.2 Class of Worker (QCEW Employees, Non-QCEW Employees, Self-Employed)

Source: EMSI 2015.2 Class of Worker (QCEW Employees, Non-QCEW Employees, Self-Employed)

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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.*

The career pathway and training focus for Denver in 2016-2017 will continue to look at middle skilled occupations in the sectors listed in Exhibit 1. Some of these occupations include: **Healthcare** - CNA, Medical Lab Technologist, Pharmacy tech; **Manufacturing** - CNC machinist, production technician, assembly technician; **IT** - entry level help desk, junior developer. Denver will work to develop work based learning opportunities along a continuum including: work experience, transitional jobs, internships, apprenticeships and OJT, that result in industry recognized credentials. We will also focus on short term career and technical classroom training and boot camps.

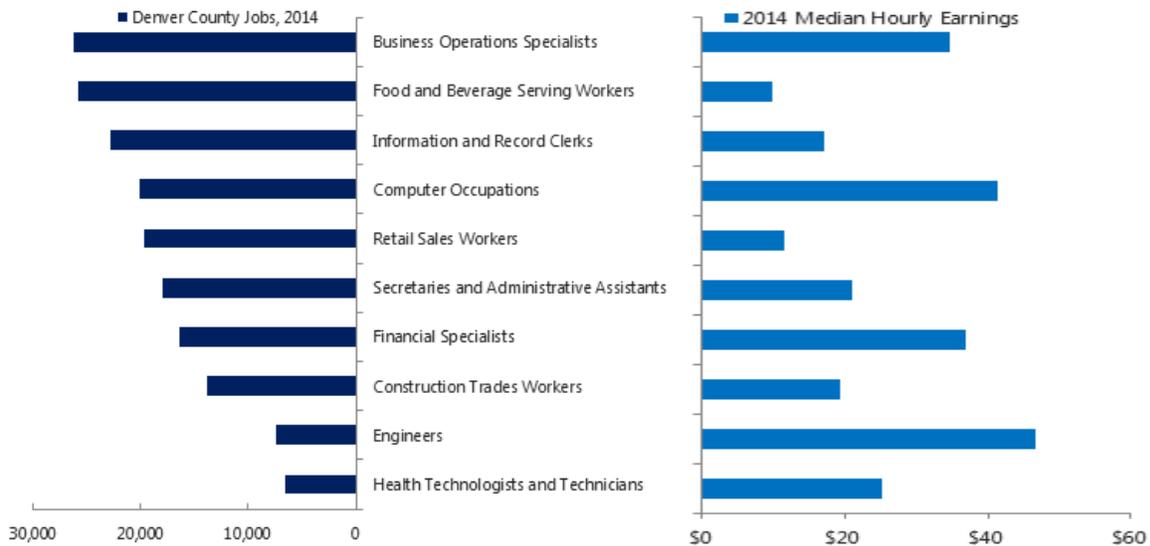
3. *Provide an analysis of the workforce in the local area, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the local area, including individuals with barriers to employment.*

Exhibit 2 displays 10 of the most employing occupations during 2014 as well as their respective median earnings. Denver's workforce strategies are designed to reduce skills gaps across targeted industries that provide a livable sustainable wage. As such, we are primarily interested in those jobs that can provide a livable median hourly wage of at least \$17 per hour. However, we are cognizant of the fact that not every job seeker has the capability or skills necessary to enter into a middle-skilled or technical position. Therefore, we have included entry level and low skilled occupations with large levels of employment that can offer a pathway for job seekers to advance while receiving a continuum of services from the workforce system to help grow their educational and occupational skill sets.

Business Operations Specialists as well as Food and Beverage Serving Workers are among the largest occupations by number of jobs for Denver County. In **Exhibit 2** below, we show a range of occupations that encompass varying levels of educational attainment from less than High School to a Bachelor's Degree. In 2014, median household income was \$54,941 and per capita personal income was \$35,967.

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Exhibit 2. Jobs by Key Industries, Denver County, 2010 – 2020



Source: EMSI 2015.2 Class of Worker (QCEW Employees, Non-QCEW Employees, Self-Employed)

With a population of 663,800, Denver County is the largest within the 7-county Metro Denver Region and has a growth rate that has consistently outpaced the national rate every decade since the 1930s. The region has grown steadily in the past 10 years, and by 2020, Denver County’s population is anticipated to increase to nearly 750,000.

Exhibits 3 and 4 show the composition for Denver County by race/ethnicity and gender in 2014. Ethnic and minority population groups represent nearly one-half of Denver’s total population, and are growing rapidly. The population is equally split between male and female.

Exhibit 3. 2014 Race/Ethnicity Demographics

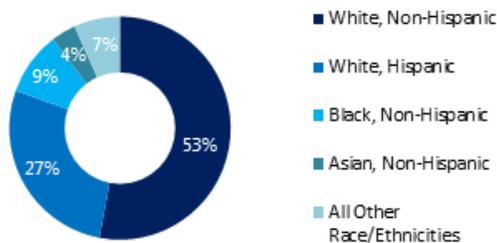
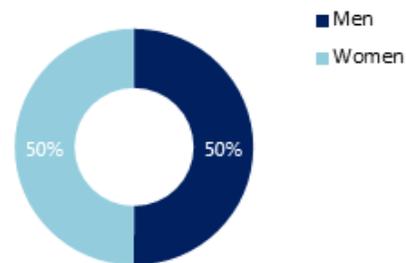


Exhibit 4. Population by Gender



Source: U.S. Census Bureau, 2014 American Community Survey

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Exhibits 5 and 6 show that Denver County has its largest population concentration in the 20-39 year range (36%), supplying companies with a large and highly skilled workforce. Denver is a relatively young region with a median age of 34.2 years old. Nearly 90% of Denver County residents age 25 and up have completed at least High School, with 44% holding a Bachelor's Degree or higher.

Exhibit 5. Population by Age

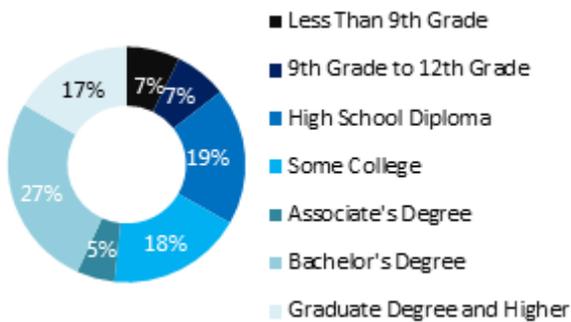
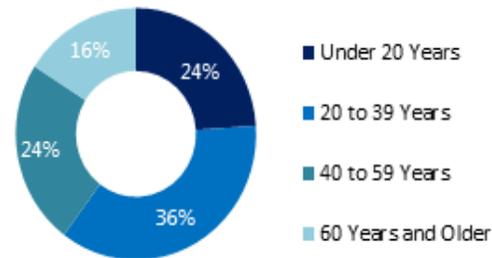
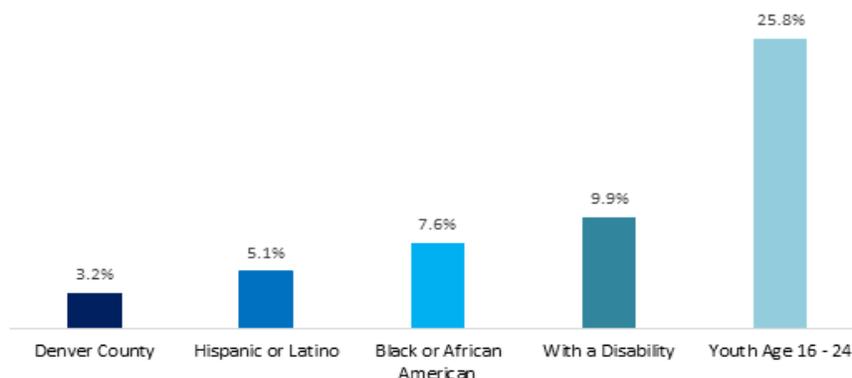


Exhibit 6. 2014 Educational Attainment



It is important to note that throughout the data presented, many disparities exist largely in the attainment of employment and education for both youth and minorities. As shown in **Exhibit 7**, Denver County's overall unemployment rate is 3.2%. However, the unemployment rate for Denver County Youth aged 16-24 is closer to 26%. **Exhibit 8** displays the variance in educational levels across Workforce Development Programs, indicating the disparity among Denver's Youth and TANF recipients.

Exhibit 7. Denver County and Selected Populations Unemployment Rates



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

The Denver metro area workforce development activities consist of the Denver Workforce System as well as other government training programs such as the VETS programs and services, Vocational Rehabilitation, and Adult Education and literacy programs. Additionally, there are a plethora of community and faith based organizations that provide workforce development activities for targeted populations. The Denver metro area is also served by many postsecondary education institutions including: Metro State University, Community College of Denver, and an array of private occupational schools such as Galvanize, Turing School of Software Design, Leaderquest, Emily Griffith Technical School, and many more.

The strengths of the postsecondary programs, particularly related to the needs of individuals with barriers, include the availability of Adult Education services which provide high school equivalency preparation and examination as well as career and technical education (CTE) courses. However, many of the area employers believe the CTE courses to be out of date and not in line with the needs of their businesses and industries. Another shortfall we find with workforce education services is the lack of programs that meet the needs of individuals that are very low skilled (those with an educational assessment at or below the 5th grade level). The education and skill training needs for this population are addressed by short term contextualized learning programs that lead to entry level employment opportunities. Denver is currently working with Emily Griffith Technical College to pilot a new program that addresses these needs, however, we still need more programs in the community that fit this profile.

Another occupational training area that has significant gaps is in Information Technology (IT) training for occupations such as software developer, network administration and cyber security. There is a need for more types of training models including online, boot camps, apprenticeships and short term training. Many employers identify a significant skills gap in these areas and they have a difficult time filling these positions from local talent pools. Denver will continue to work to fill these gaps through efforts such as the Technology Employment in Colorado Partnership (TEC-P), which is working to develop partnerships with employers in IT and Advanced Manufacturing, as well as work based training models that allow for entry points across all steps of the career pathways.

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- 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.**

Denver's Workforce Development Board (WDB) is in the process of establishing a strategic plan, which encompasses and supports Denver's economic growth and self-sufficiency of its residents. The drafted WDB vision statement is to be a leading, cutting-edge, integrated workforce solution that fuels sustainable economic vitality and individual potential for all clients through innovation and collaboration. Building a system that is easy to navigate, enriched with resources and relevant to business/industry is paramount. The WDB is interested in looking at data to inform program decisions and delivery, including number of touches or longitudinal study, (benefit) recidivism, and movement along a continuum or career pathway.

The Denver WDB's vision for preparing an educated and skilled workforce includes being active within the community and interacting with job seekers, customers, residents and businesses to better understand their needs. The board's focus will be on identifying industries that have sustainable wage and career opportunities in order to place participants in a position with upward mobility rather than just placing participants in a "job." The goal of this vision is financial independence for participants including the ability for participants to become self-reliant and provide for their families without government assistance. Some of the identified metrics that will assist in evaluating the success of this vision include: livable wage, retention, and quality of hire.

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

Denver's Business Services unit will continue to focus on services that connect local employers to qualified job seekers, including providing direction and support to Denver's One-Stop Operator's

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business engagement team. Services include job postings, candidate assessments, hiring events, job fairs, and the on-the-job training/work-based learning program. The Business Services team will increase business engagement by working directly with the Denver Office of Economic Development's Division of Small Business Opportunity and Business Development recruitment teams to identify the top employers of in-demand occupations and initiating and developing relationships with them. Furthermore, the team will work with individual employer accounts from in-demand sectors with middle-skill occupations, to offer a new Customized Recruitment service. This service will offer full level recruiting services that will include applicant screening, assessments and training to prepare potential candidates for specific occupations within the business

For over 10 years, Denver Workforce has developed a sector based strategy that focused on the following key industries: Healthcare, IT, Manufacturing, Financial Services, Retail and Hospitality and Construction. These partnerships have been vital in identifying specific sector and employer hiring and training needs. In 2016-17, Denver will continue to focus on these in-demand sectors and utilize them to align education and training providers around business needs to develop more relevant and real time training programs and a more qualified talent pool. Denver's WDB is comprised of businesses from these sectors and will continue to offer support as industry leaders by convening advisory boards, internships and other activities that support in-demand sector work.

- 7. Discuss the implementation of initiatives designed to meet the needs of employers in the local area that support the local board's strategy, including:**
 - a. Work-Based Learning Programs: Explain how you will utilize and promote incumbent worker training programs, on-the-job training programs, customized training programs, internships, or other activities for PY16.**
 - b. Sector Partnerships Participation: Explain how you will utilize the relationships built by your Business Services Team to enhance or expand participation in Sector Partnerships and also expand business services efforts.**

Indicate PY16 specific planned objectives and measurable outcomes.

Business Services (Operator and OED) will recruit and engage employers in the targeted sectors and occupations identified in **Exhibits 1** and **2** above. The targeted employers will have a desire to participate in Sector Partnerships and Advisory Councils related to their industries in order to advise the development of career pathways, apprenticeships, curriculum, and work based learning experiences. Employment and training opportunities will be widely promoted to job seekers throughout the Denver area through job postings, job fairs, and customized recruitment events.

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Additionally, Denver’s One-Stop Operator, ResCare Workforce Services, will leverage technology, such as *ResCare Talent Market* in order to simplify the process of filling vacant positions in Denver by using job listings, social media, video conferencing and other state-of-the-art technologies to ensure fast, quality matches between employers and job seekers.

The Denver PY16 planned outcomes are as follows:

	Healthcare	IT	Advanced Manufacturing	Financial Services	Retail & Hospitality	Construction
Classroom Training	30	40	20	10	10	30
Work-based Learning		30	10		10	20
Apprenticeships		25				10
Incumbent Worker		10				5

c. Sector Partnerships - Status and Objectives: In your local area or with partner local areas, what sector partnerships are you engaged in or do you plan to engage in during PY16? Indicate the current status of your partnerships, (active, emerging, or exploring), plus PY16 planned objectives and measurable outcomes.

ACTIVE: The Greater Metro Denver Healthcare (GMDHP) partnership has been established for over 4 years. Denver has been engaged in this CUWA led initiative since its inception along with Adams, Arapahoe/Douglas, Boulder, and Jefferson. Denver will continue to support employer efforts to identify key occupations needed across Metro Denver, including job seeker outreach, training, and employer business engagement for work-based trainings.

ACTIVE: The Metro Manufacturing Partnership (MMP) was established almost two years ago with CUWA and Denver leading the planning and development with Adams, Boulder, and Jefferson participating. The group coordinated the employer led initiative and 4 areas of focus were established including: Youth, Workforce Development, Database/Supply Chain, and Legislative/Regulatory. The regions participated in workforce related areas and have established hiring events or critical occupations and communicated information on industry focused programs including: TEC-P, FourFront, NEG, and CHAMP. Denver is coordinating efforts in the local

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secondary school system (Emily Griffith, CCD, and MSU) to connect job seekers with targeted training, bring hiring employers to the table, and identifying other partner programs.

EMERGING: The IT sector initiative is being established through the TEC-P Ready to Work Grant that officially launched in May 2015. This grant incorporates 6 workforce regions and is focused on IT and Advanced Manufacturing (AM). An Advisory Council has been established to support the grant with a greater emphasis on IT since there is already a sector initiative in place for AM. To date, almost a dozen employers, 7 in IT, have committed to support the grant and move forward to establish outreach, employer engagement, career pathways, and targeted education and training programs including: Tuliva (developers, PMP, network administrators, data analytics, help desk), Tectonic Group (software development internship), and Optiv (cyber security). During 2016-17 the regions will continue to identify employers and bring together other resources and training providers in targeted occupations. Combined in IT and Advanced Manufacturing, PY16 outcomes include 75 enrollments: 10 Incumbent Worker Training, 25 work-based training, 40 ITA and/or intensive job services.

EMERGING: The Construction/Skilled Trades Training Initiative started in 2015 with a training partnerships between the Workforce Investment Now (WIN) program, Colorado Construction Institute, (CCI), and OED/WDB. The training program resulted in 13 adult and 6 youth being trained in entry level labor skills. All participants obtained employment in the industry. 2016 will focus on engaging more businesses and will seek to train 50 participants through classroom, work based and apprenticeship programs.

EMERGING: Retail/Hospitality will remain the largest employer in Denver as described in **Exhibit 1** above. Additionally, this sector provides many opportunities for populations with barriers to employment. Denver will explore the development of career pathways in this sector and has submitted a grant proposal to the Chicago Cook County Workforce Partnership. Funded through the Walmart Foundation, to provide education and training opportunities in retail oriented occupations.

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

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Labor market information and hiring trends gathered through the Business Services team will be used to assist and inform career pathway strategies and work-based learning opportunities. Please refer to PY16 outcomes listed above in Section 7.

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:

Comprehensive service providers throughout the Denver area will expand access to a seamless service delivery to eligible individuals through collaboration and partnership with mandated partner agencies and programs. Such agencies include: TANF, Vocational Rehabilitation, Department of Education, Colorado Community College System, and the State Unemployment Insurance program. The development of career pathways in key areas of healthcare, manufacturing, construction/energy, and retail/hospitality will be utilized to improve the successful participation in postsecondary and vocational education activities leading to an industry recognized certificate/certification.

Denver's workforce development strategies will not only take a sector based approach but also a strengths-based, customer-centric approach that seeks to "meet job seekers where they are" in terms of work experience, skills and education. Through this model we will broker relationships with employers that will focus on creating a variety of entry points for entry-, mid-, and intermediate level job seekers including: work experience, transitional jobs, internships, apprenticeships and on-the-job training programs. As previously noted, Denver will focus on middle skilled occupations in high demand sectors, as well as on career pathways in areas such as Retail and Hospitality with entry level opportunities for individuals just entering employment or with limited employment history.

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.

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Denver will work to strengthen its partnerships with Title II funded Adult Education and Literacy programs in order to provide a comprehensive approach to the delivery of services targeting individuals with basic skills deficiencies. Additionally, Denver has developed a partnership with Emily Griffith Technical College (EGTC) to provide adult education and literacy services through a contextualized learning environment based on in demand industries. EGTC will also provide assistance and tutoring to help customers successfully attain a high school equivalency diploma (HSED); currently EGTC maintains an 85% completion rate for participants in their HSED program. Denver will also contract with Spring Institute for Intercultural Learning to assist refugees with backgrounds in healthcare gain the skills, education and certifications needed to work in their field or occupation in Colorado.

The partnership between Denver and Vocational Rehabilitation will be strengthened by ensuring that individuals with disabilities have seamless access to services in our One-Stop Centers. Denver will work with the Voc Rehab regional liaison to develop co-location schedules as well as streamlined services, workshops and support. This comprehensive approach will provide wraparound services in order to meet basic needs and place candidates in high demand educational opportunities with stackable credentials, leading to sustainable wages in the employment area.

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

Denver will work with the Unemployment Insurance (UI) office to develop a co-location schedule to ensure UI customers have direct access to UI staff as needed. Denver will also work to streamline services so those customers have immediate access to an employment specialist in order to eliminate multiple visits. Denver will ensure that all UI staff have information on workshop schedules, job fairs and other programs and services offered in the center. Denver will also continue to implement UI special initiatives such as the UI Pilot program and the Reemployment Program targeting recently separated veterans.

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.

Denver Workforce is in a prime position to continue to align workforce services strategically with economic development activity since we operate under the Office of Economic Development. Both

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workforce and economic development business services teams collaborate with local businesses to address needs related to capital investment, talent attraction and development, and expansion and growth. Additionally, we partner to work with local chambers, industry and trade associations in the target sectors. Denver Workforce also aligns with the Denver Division of Small Business Opportunity to ensure that local small, women- and minority-owned businesses have access to workforce 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.

In PY16 Denver workforce will focus on developing an interconnected, integrated workforce development system that includes: education and training providers, community and faith based organizations (CBO's), government agencies and businesses. Denver's One-Stop Operator and service provider is ResCare Workforce Services and Denver's Out of School Youth provider is Dynamic Workforce Solutions. Denver will build on current partnerships that include contracts and/or MOU's with: Emily Griffith, Mi Casa, Spring Institute, Work Options for Women, Denver Public Schools, Community College of Denver, Community Re-entry programs, Adult Education and Vocational Rehabilitation programs, Educational Opportunity Center and other CBO's. Collaborative efforts such as this will help ensure that Coloradans have access to educational and career pathway resources to aid in obtaining 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.**

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- 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; and*
- 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?*

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a. Beginning July 2016, Denver will have two main One-Stop locations where customers can access comprehensive employment and training services and resources:

- Denver Department of Human Services, Castro Building, 1200 Federal Blvd, Denver, CO 80204
- Denver Department of Human Services, Montbello Office, 4685 Peoria Street, Denver, CO 8023

We will maintain partial services including Wagner-Peyser at the following locations:

- Denver International Airport, 5th floor Jeppesen Terminal, Denver, CO 80249
- 1370 Elati Street, Denver, CO 80204
- Denver Department of Human Services, East Office, 3815 Steele Street, Denver, CO 80205

Additional workforce system access points located throughout Denver County will be available through Denver's community partners and vendors including Goodwill Industries, Mi Casa Resource Center, Spring Institute Multicultural Center, Emily Griffith Technical College, Denver Public Schools, and Denver Public Libraries. Targeted neighborhoods include: Northeast Denver, West Denver, Montbello, Globeville, and Elyria-Swansea.

b. Denver's goal, beginning in July 2016, will be to create an integrated, interconnected system of providers including community and faith based organizations, government agencies, education and training providers, as well as business. A vital element of this system will include incorporating WIOA Title I, II, III, and IV programs as well as mandated partners into the system in a streamlined manner that reduces duplication of services across programs. The Denver One-Stop Operator will be charged with convening all of the stakeholders and providing technical assistance, resource sharing and collaborative meetings and workshops in order to align the various partners.

c. Through this networked, interconnected, system of partners we will strive to best serve individuals in our targeted populations. Specifically the WIOA partners will provide:

Title II: Adult education and literacy providers will develop the skills of individuals that are basic skills deficient and need career pathways assistance in a contextualized manner. We will additionally look to these partners to assist with English Language Learners.

Title III: These services will be utilized to strengthen customers' connections to the broader WIOA services and network, as well as education and training and Unemployment Insurance programs.

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Title IV: The partnership with Vocational Rehabilitation will be strengthened in order to provide more support and access to services for individuals with disabilities. Vocational Rehabilitation resources will be leveraged in order to provide more support for training and employment goals as needed. The main activity to serve individuals with disabilities in WIOA is integrated employment opportunities. Integrated employment opportunities expect the same performance in a work setting of those that have disabilities with others that are not considered individuals with disabilities.

d. Denver's One-Stop Operator will leverage a multitude of software programs and applications designed to ensure that job seekers have 24-hour access to both technical and essential skills online training. This will allow customers with transportation difficulties to access services from home or another preferred location - without having to enter the One-Stop center.

e. The types of assessments/tools that will be utilized within the one-stop system include:

- ResCare Academy – Offers 24-hour access to this proprietary online training platform that offers more than 4,000 courses, which can be used for GED preparation and credential-earned training in more than 100 industries.
- O*NET interest profiler – Aids participants in identifying their interests in relation to the world of work.
- ONET My Next Move – Aids participants in career exploration. Aids Veterans in identifying military to civilian careers.
- TABE – Test of Adult Basic Education Skills – Assesses the skills and knowledge of adult learners.
- Kenexa Prove It – Over 1200 validated skills and behavioral assessments in various industries.
- Digital Literacy – Assesses participant's basic computer skills and provides certification upon successful examination.
- KeyTrain – Helps participants build basic and foundational career readiness skills.
- GCF Learn Free – Free comprehensive online web portal for career, education, and life skills.

f. The One-Stop Operator shall ensure that all facilities, technology, and services, partner services, employment placements and outreach materials are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity (EO) guidelines. Additionally, all Denver funded

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vendors and the One-Stop Operator will be required to provide annual training to staff on addressing the needs of individuals with disabilities.

g. In concert with Denver, the One-Stop Operator and all funded service providers must develop and implement performance management practices to ensure strong program evaluation. These methods should evaluate program effectiveness and performance outcomes to ensure programmatic interventions achieve optimal results that meet local needs. The providers must provide monthly and quarterly reports on programming and the use of funds to Denver. These reports must include enrollment, retention, credential achievement, literacy and numeracy gains, and financial details. In addition, the selected One-Stop Operator and provider network will work with Denver to establish quarterly and annual performance goals and submit quarterly performance reports.

The One-Stop Operator and provider network will be responsible for not only the federal performance measures for each program, but also additional outcome goals and metrics to communicate a broader picture of performance to Denver, both short-term and long-term. Examples of what such measures may look like are shown below. These additional measures will assist with reducing service gaps within the community, increase our understanding of under- and unemployment, and align workforce development programs with other citywide initiatives and efforts.

Denver One-Stop Operator and Provider(s) Program and Performance Metrics

- Customer Satisfaction – Degree of satisfaction with program services and quality
- System Effectiveness – Success of collaborative and holistic approach to providing program services (non-duplication of services) to customers across multiple funding streams, and required partners
- Cost Per – average cost per figures on each of the following:
 - Participant
 - Metric
 - Outcome
- Participation Rates – number of individuals enrolled/co-enrolled in programs
- Completion Rates – number of individuals who have exited a program(s) within the system
- Measurable Job Readiness Gain

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- Referrals/Enrollments to/in WIOA Rate – referrals of TANF customers to WIOA and subsequent number enrolled
- Income Changes Per Participant (Pre/Post) – The variance in wages between the customer’s point of entry in the system and their wages at exit
- Training Related Placement and Retention Placement Rates Into Middle-Skilled Employment
- Placement Rates Into Focused Industries Employment
- Increase of High School Graduation Rates in Denver – baseline data to be provided
- Increase of Enrollment In Postsecondary Opportunities for Denver Youth – to include apprenticeships, community colleges, 4 year colleges, technical schools and programs, occupation and skills training; baseline data to be provided
- Recidivism – Participant re-entering the system after receiving services and exiting the program

Denver will also contract with an outside national program evaluator, Mathematica, in order to develop a comprehensive evaluation of the One-Stop Operator, the service provider network, and the Denver Workforce System. Through a process called rapid cycle learning evaluation, the program evaluation will allow Denver to (1) determine overall effectiveness in meeting program goals and objectives; (2) determine at what level of quality program activities are being implemented; (3) identify strengths and weaknesses in program implementation and program effectiveness through tools such as exit interviews, surveys, observations, recruitment, and research analyses (finding correlations between practices and results). This program evaluation analysis should lead to developing recommendations for changes resulting in program improvement.

h. Denver will primarily utilize Individual Training Accounts to assist job seekers with training, however, the Denver WDB may elect to provide contracted training services for specific industry, sector partnerships, or career pathways according to the supply and demand of the local area. One such use, for example, could be an innovative transitional job training program through a local CBO with demonstrated capacity to effectively serve participants with multiple barriers to employment. Informed consumer choice would be ensured through the use of the State’s eligible training provider list and that of Denver’s sub-set training provider list which would be made available to all participants seeking training, as well as all stakeholders.

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i. The Denver WDB and Youth Council/committee will utilize a variety of methods to outreach and engage targeted populations such as: veterans, out of school youth, individuals with disabilities, basic skills deficient, justice involved, public assistance recipients, homeless, and others. Our methods will include strategic partnerships, social media (Facebook, YouTube Twitter, LinkedIn) and technology (virtual job fairs, podcasts, websites, online learning) as a means to spread messages about workforce programs and extend services to remote populations.

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.

Denver will continue to coordinate education and workforce activities in relation to secondary/post-secondary education programs through coordinated efforts in career pathway development that includes Colorado Department of Education, Colorado Community College System, and employer input; as well as collaborative efforts with partners such as Spring Institute to increase English learning acquisition skills for English language learners and the Educational Opportunity Center to enhance program services for first generation college students and low income students.

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.

A variety of employment and training related activities from on the job training to occupational skills training to workshops and job readiness classes are available to both the adult and dislocated worker population. Through its contractors and delegate agencies Denver will be in a better position to expand services and leverage its resources.

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.

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The Denver Workforce Development System is being redesigned based on a holistic, customer-centered approach that seamlessly aligns services and resources across the community into one comprehensive One-Stop System. This redesign will create an opportunity to provide an integrated approach and expansion in the delivery of services to out-of-school and in-school youth populations. This model will also increase the annual number of youth to be served throughout the Denver region. Comparable program models were researched and have been proven effective in other cities such as Los Angeles, Chicago and Baltimore.

Denver's out of school youth provider will be Dynamic Workforce Solutions (DWFS) and the in school youth provider will be Denver Public Schools (DPS). Denver will structure an effective operation and delivery of youth programs and services through the following:

- Providing objective assessments that focus on academic and occupational skill levels, as well as the service needs and career pathways
- Partnering with K-12 and other stakeholders to reduce dropout rates for In School youth
- Prioritizing services to older and out of school youth, specifically disconnected youth
- Re-engaging disconnected youth through strategic partnerships with highest need secondary schools and postsecondary institutions
- Increasing the number of youth that attain postsecondary degrees/credentials with a priority on high growth industry sectors as defined by Colorado labor market information.
- Partnering with employers, education and other partners to connect youth to work based learning opportunities
- Co-locating youth programs in One Stop Centers to strategically align and target youth services and resources to populations of highest need
- Utilizing technology to increase access and services
- Partnering with local disability-serving agencies and providers as well as health and mental health providers

Denver will also partner with other organization that will foster the participation of eligible youth and may include connections to:

- Local public housing authorities;
- Local education agencies;
- Local human service agencies;
- WIOA Title II adult education providers;

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- Job Corps
- Homeless youth programs
- YouthBuild
- Other area youth initiatives

Additionally, the Denver Workforce Development Board is proposing the Denver Career Pathways for Youth (Denver-CPY) project, a citywide collaborative effort to use summer and year-round employment opportunities to engage Out of School/Disconnected Youth (OSY), as well as In-School Youth (ISY), who are new entrants to the workforce in career pathways for Denver's highest-demand occupations and high-growth industries.

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.

The Denver Workforce Development board will coordinate workforce investment activities with the provision of adult education and literacy activities under Title II in the Denver area. Please refer to our responses to question 9 and question 13b specifically. Additionally, Denver will work with the local Adult Education liaison in order to develop an MOU that will include participating in joint committees, boards, and partnerships to facilitate planning and 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.

Denver, through its One-Stop Operator, will continue to provide supportive services including transportation assistance and public transportation passes, as well as assistance with books, tools, one-time clothing allowance, eyeglasses, and other approved assistance measures that will ensure the successful completion of training or the attainment and retention of employment.

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-

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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..

Denver Wagner Peyser staff will be co-located at each One-Stop Center in order coordinate service delivery with One-Stop program staff and reduce or eliminate duplication of services.

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

Denver's fiscal agent will receive Title I and Title III funds through the Colorado Department of Labor and Employment.

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.

Denver follows all federal, local, and state procurement policies and processes; all services are announced for bid or proposal and evaluated by a team of staff and board members. Contracts are awarded based on bidder's qualifications.

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.

PY16 Performance Goals have not yet been negotiated. The following table outlines Denver's PY15 Performance Goals and Actual Outcomes as of March 31, 2016.

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Common Measures	PY 2015-16 Performance Goals	PY 2015 Actual - YTD	% of Performance Goal Met - YTD
Adults:			
Entered Employment Rate	66.8%	79.2%	118.6%
Employment Retention Rate	81.2%	88.9%	109.5%
Average 6-month earnings	\$16,715	\$18,661	111.6%
Dislocated Workers:			
Entered Employment Rate	67.7%	85.2%	125.9%
Employment Retention Rate	83.9%	87.9%	104.7%
Average 6-month earnings	\$20,349	\$21,000	103.2%
Youth:			
Placement in Employment or Education	59.7%	66.1%	110.7%
Attainment of a Degree or Certificate	62.0%	49.5%	79.8%
Literacy and Numeracy Gains	41.0%	61.5%	150.1%
Wagner-Peyser:			
Entered Employment Rate	50.0%	66.8%	133.6%
Employment Retention Rate	77.0%	79.4%	103.1%
Average 6-Months Earnings	\$15,000	\$16,629	110.9%

23. Provide a description of the actions the local board will take toward becoming or remaining a high-performing board, including but not limited to:

- a. LWDB Roles: Identify the role of your Local Workforce Development Board (LWDB) and Youth Council/committee in supporting Business Services, Sector Partnerships, Career**

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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?

b. LWDB Participation: Describe how you will market opportunities for participation on your LWDB to businesses in your local area to ensure representation of industry sectors with the greatest labor force demand. Describe how you will maintain a minimum of at least 51% of businesses as active members and participants on your LWDB.

The Denver WDB and Youth Council/committee will play a vital and strategic role in supporting Business Services, Sector Partnerships, Career Pathways, and Work-Based Learning through the following activities:

- Participation in career pathways panels, workshops, and planning sessions
- Provision of labor market information
- Active participation in sector partnerships and advisory councils

Opportunities for participation on the Denver WDB will be marketed through targeted recruitment events and activities, employer recognition events, email distribution, chambers, industry and trade associations, press release and word of mouth.

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?

Denver's Workforce Development Board will use the Workforce Investment Works (WIW) website to increase awareness of the services and successes of business, re-employment and youth programs by submitting workforce stories, successes and/or innovations on a monthly basis.

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.

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Prior to the date on which the Denver Workforce Development Board submits the local plan on May 1, 2016, the local board shall — (1) make available copies of a proposed local plan to the public through electronic and/or other means, such as public hearings and local news media March 29, 2016 through April 29, 2016; (2) allow members of the public, including representatives of business, representatives of labor organizations, and representatives of education to submit to the local board comments on the proposed local plan; (3) Denver will then review comments on the local plan and make amendments as needed.