

A Workforce Local Area within Colorado's Central Workforce Development Region



Arapahoe/Douglas Local Area WIOA Plan Executive Summary

ARAPAHOE/DOUGLAS WORKFORCE DEVELOPMENT BOARD
WIOA PLAN 2015-2017


Arapahoe/Douglas
WORKFORCE BOARD

OVERVIEW

The Arapahoe/Douglas Workforce Development Board is dedicated to identifying and promoting workforce development strategies that positively impact the economic wellbeing 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 Board 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 Board, 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 Board leads the development of strong, vibrant regional economies where businesses thrive and people want to live and work.

The Board 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 Board 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 Board 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 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 magnet 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.

DEMOGRAPHICS OF THE REGION

According to 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.

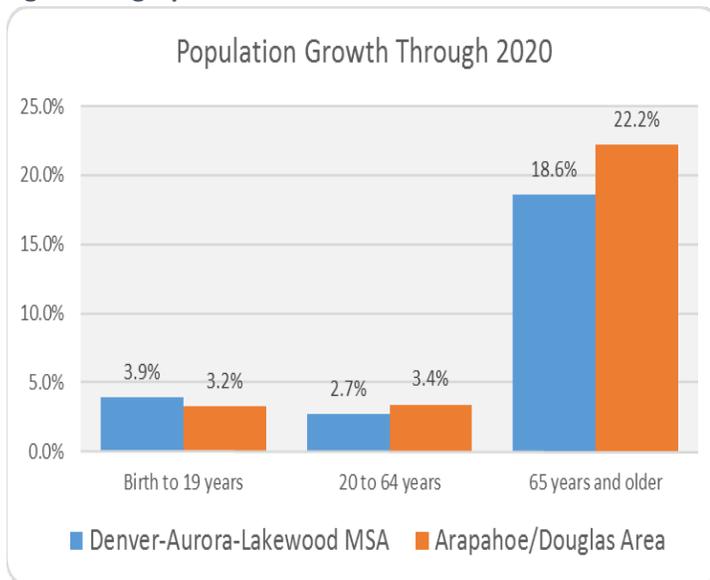
Arapahoe/Douglas Area Economic Overview		
Economic Factor	Number or Amount	Percent of Denver-Aurora-Lakewood MSA
Population (2015)	951,040	33.97%
Jobs (2015)	474,357	31.30%
Average Earnings (2015)	67,378	102.13%
Unemployed (7/2015)	18,553	32.10%
Completions (2014)	7,830	17.93%
GRP (2013)	56,412,339,063	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%

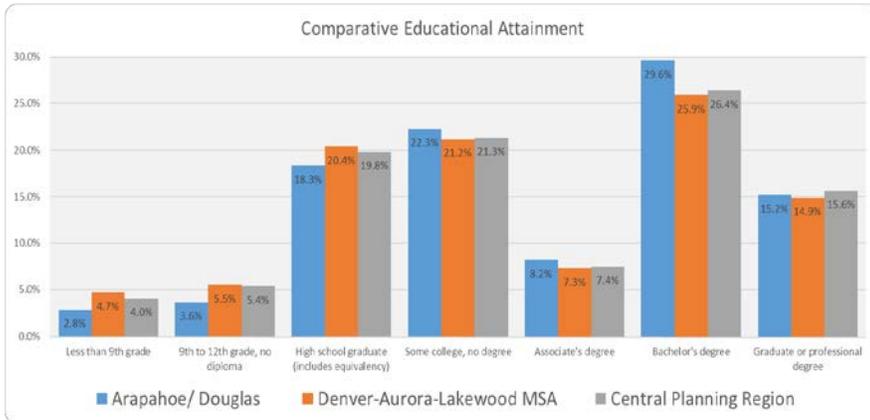
Source: EMSI 2015.3 Data

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. So, 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 is why the bar graph shows the population 65 and older growing in double digits through 2020. Based on this data A/D WDB will need to address the changing demographics in region.

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.

AREAS OF FOCUS

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

The taskforces are defined to analyze, investigate and solve 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 people with disabilities.

The standing committees work to ensure governance of Arapahoe/Douglas Works! in conjunction with the Board. The Board standing committees provide information and assist in carrying out activities within the WIOA law. 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! 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 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 law. 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%. What this means is that the workforce development boards within the Central Planning Region, including the Arapahoe/Douglas 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 the WIOA law and the Arapahoe/Douglas Board has outlined in their local area plan include: WIOA Youth/Young Adult, WIOA Adult, WIOA Dislocated Worker, Job Corps, Adult Basic Education Wagner-Peyser, Division of Vocational Rehabilitation, Senior Community Services Employment Program, Carl Perkins Career & Tech Education, Trade Act Assistance, Veterans E&T Service, UI Services, E&T carried out under CDBG (HUD and HHS) and the Second Chance Act. Additionally WIOA law outlines TANF and SNAP E&T programming as optional partners, however these partners have also been outlined as service priority groups in the local area plan.

LOCAL PLAN OBJECTIVES & GOALS

The overarching goal for job seeker and employer engagement is to better facilitate sustainable employment through strategic human capital investments that produce positive economic returns for our business/industry, the hardest to serve-vulnerable populations – “untapped talent”, and our communities. The main objective in engaging business/industry is to provide 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. The main objective in engaging job seekers is to provide the resources and tools through career services for which an individual can drive their career path and gain talent development opportunities to obtain and retain employment.

The strategies and services the Arapahoe/Douglas Board will utilize to facilitate employer engagement and deliver career services within the Workforce Center, springs 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.

Strategies & Services Outlined in the Plan Include:

- Active participation in the statewide Business Services leadership team and other work groups for the purpose of streamlining services offered regionally to employers, tracking employer service delivery, aligning business outreach efforts with other partners and professional development (including data tracking systems and training with labor force data). This ongoing effort has helped workforce areas work together much more effectively to assist sector partnerships and individual employers.
- The Arapahoe/Douglas Board generates a yearly report on the tremendous economic value added through workforce development programming within the area. This allows WDB to be effective and convincing ambassadors to the business community.
- Regular press releases are issued on behalf of the Arapahoe/Douglas Board by the Chief Elected Official through the Arapahoe County Government Communications Department.
- The Arapahoe/Douglas 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 per month from economic developers, site selectors, chambers of commerce, businesses, educators and other partners. The A/D WDB routinely fills these requests both in the Arapahoe/Douglas Area, greater metro Denver, and the Central Planning Region.
- Arapahoe/Douglas 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 Board is facilitating the information and guidance for sectors to develop apprenticeship opportunities. This strategy will increase sector employer cooperation around critical occupational training, and also act to bring in private sector money and effort to supplement the workforce development system’s funding in training.

- In addition, the WDB participates in forums and other structured educational activities that help employers address current employment life cycle issues.
- In anticipation of WIOA, the Arapahoe/Douglas Board restructured its business service delivery to allow the numerous formula and grant funded programs to more effectively design and conduct program activities that meet business need.
- Business Development Representatives (BDRs) have been assigned to each targeted cluster as well as given specific responsibilities for communicating business needs to and working with the various 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.
- Focus on servicing the hardest to serve-vulnerable populations or priority service group 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 and the addition of mature workers to that priority group.
- Align local policy and service delivery with the Arapahoe/Douglas Board 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
- Develop and implement WIOA Talent Development strategies such as Career Pathway Development, Sector Strategies, Registered Apprenticeships, Work Experiences and On-the-Job Training will all be utilized to meet the needs of job seekers and business/industry in our region.
- Human-Centered approaches for core programming areas will be evaluated for improvement, to strengthen current processes and procedures which will allow for the region to continue to strategically advance career services, business services, WIOA Adult, WIOA Dislocated Worker, WIOA Young Adult, TANF and Employment First programming through the transition into WIOA. The strategies of the Human-Centered approaches will allow us to make sure that we transition programming, while developing and implementing WIOA Talent Development strategies, to be a Best in Class Workforce Center in our region, state and nationally.

LOCAL AREA-WIOA GOVERNANCE

The Arapahoe/Douglas 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 and Employment First customers and a variety of special projects and populations including customers with disabilities, veterans, WIOA young adults, mature workers through an ongoing AARP Foundation grant, justice involved customers through a DOC grant and an initiative both in the Arapahoe and Douglas County Detention Centers. 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 Board has designated Arapahoe County Government/Community Resource Department/AD 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 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 Board is appointed annually by the Chief Elected Official for one and two year appointments. The Arapahoe/Douglas Workforce Development Board has identified and through an Arapahoe County and Douglas County Intergovernmental Agreement (contract) designated Arapahoe/Douglas Works! as its main service provider of Career Services to Adults and Dislocated Workers under Section 134, Wagner-Peyser and 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 (Employment First), and Child Support Enforcement (Arapahoe County only), as well as special and grant funded programs.

A Request for Information was released in December through the Arapahoe County Purchasing Division for providers of young adult services. However, responses were insufficient and unresponsive, leading the Arapahoe/Douglas Board to

Sole Source Arapahoe/Douglas Works! as the primary young adult services provider because of its track record of success in meeting or exceeding young adult performance outcomes.

Prior to July 2017, the Arapahoe/Douglas Board will release a Request for Funding Proposal (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.

Local Levels of Performance:

Local levels of performance have been negotiated for PY15 as allowable under the WIA Section 134. The Arapahoe/Douglas 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.

PUBLIC COMMENT

To ensure the required opportunity for businesses, labor organizations and the public to comment on its local plan, the Arapahoe/Douglas Board has asked its identified service provider, Arapahoe/Douglas Works! to link the local area plan with the CWDC website 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.

SUMMARY

The Arapahoe/Douglas Workforce Board will continue to serve as the strategic leader for the local area designation of Arapahoe and Douglas Counties. The Board will work in partnership with the Governor, Colorado Workforce Development Council, and local elected officials 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 Board will work to foster innovation, engage stakeholders, diversify funding, and guarantee streamlined operations and service delivery excellence.

The Arapahoe/Douglas Board will work with Arapahoe/Douglas Works! and local elected officials to ensure that a common vision and design is shared amongst the key stakeholders. The Board 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 Board will ensure that Arapahoe/Douglas Works! 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 Board will make investments in employment, education and training programs that ensure evidence-based, data-driven and programmatic service delivery that is accountable to participants 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.