Economic Impact of Workforce Center Operations

Impact on Earnings, Sales, & Job Growth in the Denver-Aurora Metropolitan Area

Arapahoe/Douglas Works!
Program Year 2011
July 1, 2011 – June 30, 2012
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Our Vision is a best-in-class workforce development organization that is responsive to the dynamic needs of job seekers and business/industry.

Our Mission is to strategically invest in human capital which contributes to regional economic vitality.

Key Results: 100% employability for all those who want to work. Results that are best-in-class. Metro-area workforce center of choice. Exceptional delivery of services. Provide the highest rate of return on public investment.
January 1, 2013

The Arapahoe/Douglas Workforce Investment Board is proud to share this third annual report on economic impact and return on taxpayer investment for workforce development serving Arapahoe and Douglas counties, which make up the southeastern portion of the Denver Metropolitan Area.

This report is compiled each year at the request of the Board by its operator, Arapahoe/Douglas Works!, which provides federally funded workforce development services in the two-county region.

Significant findings show that as a result of Arapahoe/Douglas Works! operations during the year ending June 30, 2012, the increase in worker earnings attributable to the value added by Arapahoe/Douglas Works! is $127.1 million, and taxpayers public investment was completely paid back in just 11.41 months. For each public dollar spent, worker earnings increased by $13.78.

Publicly Funded Workforce Centers are a vital part of a region’s infrastructure. With K-12, post-secondary educators, economic developers, chambers of commerce and other community organizations, workforce development helps key industries in the region stay competitive by ensuring ongoing adequate supply of skilled labor.

The following pages illustrate the tremendous positive impact these federal job training programs have on a region, its people and its businesses.

Workforce development pays!

Regards,

Pat Pierson  
Workforce Investment Board Chair  
Advantage Staffing

Mary Riebe  
Workforce Investment Board Vice Chair  
Kaiser Permanente

Joseph M. Barela  
Division Manager  
Arapahoe/Douglas Works! Workforce Center

Patrick J. Holwell, M.A.  
Workforce Economist  
Arapahoe/Douglas Works! Workforce Center
41,247 registered customers
17,285 registrants secured employment
18,708 job openings listed
1,446 Denver Metro businesses served
115,598 staff assisted services
$13.78 earnings return for every $1 spent
11.41 months to pay back taxpayers
19,098 monthly website hits
$127.5 million in increased demand for goods and services

“I am a huge advocate for workforce centers and the resources they provide to job seekers and the under employed. I only wish more people were aware of the outstanding services and resources they provide. I have recently had the pleasure of working with Arapahoe/Douglas Works! in recruiting for several openings within our organization.

Arapahoe/Douglas Works! not only screened candidates for me but also provided skills testing in three to four subject areas of my choice and let me use the career village for an afternoon to meet with the top 15 candidates. I have also attended the last two job fairs, which was a fabulous way for us to get our name out there and meet applicants face to face. I cannot even begin to put into words how valuable your services have been to my colleagues and me; thank you for connecting us with great talent.”

Kimberlee A. Soucie, United Natural Foods, Inc.
Overview and Providing Customers a Competitive Edge

Overview
The Arapahoe/Douglas Workforce Investment Board serves the workforce development needs of Arapahoe and Douglas counties, which together make up the southeastern portion of Colorado’s Denver-Aurora Metro Area. The Arapahoe/Douglas Workforce Investment Board is made up of 35 members. Nineteen are business leaders representing key regional industries, ten represent community organizations and government, one represent local chambers of commerce, two represent organized labor, two are presidents of local community colleges and one is an economic developer.

This Board’s vision is sustainable employment through strategic human capital investments that produce positive economic returns for business/industry and our communities. Its mission is to create a best-in-class regional system that is responsive to business/industry, resulting in a skilled workforce equipped with a work ethic, academic proficiency, and occupational specific talent that rivals regional competition. A primary core value is results that are best-in-class and provide the highest rate of return possible on public investment.

In keeping with this core value, the Board has asked its operator, Arapahoe/Douglas Works! Workforce Center, for annual reports on the economic impact of its operations within the Denver-Aurora Metro Area, and the return it provides on public investment to taxpayers.

This is the third annual report produced by Arapahoe/Douglas Works! and covers its operational impact and rate of return for the program year beginning July 1, 2011 and ending June 30, 2012 (PY11).

Workforce Development and a Vital Economy
The Workforce development is a vital part of the infrastructure in the southern Denver Metro region. This infrastructure includes the Arapahoe/Douglas Workforce Investment Board, Arapahoe/Douglas Works!, economic developers, real estate developers, local governments, public transportation, utilities and P-20.
Economic Impact and Return on Public Investment

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 with world class business parks, public transportation infrastructure, international passenger and commercial air transportation, ample recreational opportunities, clean air and water, and a vibrant, expanding economy that grows jobs.

Measuring Economic Impact
The Arapahoe/Douglas Workforce Investment Board has been a leader in the drive to establish metrics for workforce center operations, and has published studies of economic impact for Program Years 2008, 2009 and 2010. In February 2011, leaders from the Arapahoe/Douglas Workforce Investment Board, the Colorado Department of Labor and Employment, and other Colorado workforce regions were exposed to several different ways to measure the impact of workforce center operations.

The model used for this assessment was developed under the auspices of Regis University by the Colorado Workforce Development Council and Colorado Labor Market Information, divisions of the Colorado Department of Labor and Employment with the assistance of local subject matter experts from Arapahoe/Douglas, Boulder, Adams and Rural workforce development regions. It is loosely based on the work of Dr. Christopher King, a senior research scientist at the University of Texas at Austin. Dr. King has been a pioneer in assessing the impact of workforce development activity.

Sources: Colorado Department of Labor and Employment & U.S. Census Bureau Quarterly Workforce Indicators

Difference in Earnings
The most valid and reliable way to measure the economic impact of workforce investment boards and their workforce development regions is to measure the difference in earnings between those using the workforce centers to find work, and those not using workforce centers to help them in job search.

This model uses earnings data reported by social security number to the Colorado Department of Labor and Employment’s Unemployment Insurance Division to determine difference in earnings.
Impact of the Difference in Earnings on Consumer Spending

Arapahoe/Douglas Works! placed 17,285 people in work in PY11. Of these, 9,831 were still working six months later. The aggregate difference in earnings for this 9,831 people was $127,132,012.

Service Statistics

- Unique customers registered in Arapahoe/Douglas region: 41,247
- Cost per customer: $208.47
- Cost/benefit ratio: $13.78
- Visits to Arapahoe/Douglas Works! offices: 80,389
- Number unique walk-in customers: 26,298
- Average number center visits: 3.06

Website Statistics

- Number of visits: 229,180
- Average number visits per month: 19,098
- Number of unique visitors: 82,943
- Number pages viewed: 1,016,263
- Pages per visit: 4.43
- Average visit duration: 4:46


Source: Google Analytics
Economic Impact and Return on Public Investment

Favorites

Most Popular Workforce Center Services

<table>
<thead>
<tr>
<th>Rank</th>
<th>Service</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Resource Ctr Svcs (RC)</td>
<td>82,235</td>
</tr>
<tr>
<td>2</td>
<td>Job Search Asst (JS)</td>
<td>75,031</td>
</tr>
<tr>
<td>3</td>
<td>Equal Opp Notice (EO)</td>
<td>31,683</td>
</tr>
<tr>
<td>4</td>
<td>Labor Market Info (LM)</td>
<td>5,811</td>
</tr>
<tr>
<td>5</td>
<td>Job Search Wkshops (JW)</td>
<td>5,771</td>
</tr>
<tr>
<td>6</td>
<td>Resume Prep (RP)</td>
<td>4,446</td>
</tr>
<tr>
<td>7</td>
<td>Voc Guidance (VG)</td>
<td>3,483</td>
</tr>
<tr>
<td>8</td>
<td>Initial Assessment (IA)</td>
<td>3,379</td>
</tr>
<tr>
<td>9</td>
<td>IEP Development (IE)</td>
<td>2,320</td>
</tr>
<tr>
<td>10</td>
<td>Job Readiness (JR)</td>
<td>2,313</td>
</tr>
</tbody>
</table>

Source: Connecting Colorado Agent Report, PY11, AR Region

Most Popular Website Pages

(www.adworks.org)

<table>
<thead>
<tr>
<th>Web Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Search Jobs</td>
</tr>
<tr>
<td>Adult/Dislocated Worker Program</td>
</tr>
<tr>
<td>Register in Connecting Colorado</td>
</tr>
<tr>
<td>Programs</td>
</tr>
<tr>
<td>Events</td>
</tr>
</tbody>
</table>

Source: Google Analytics

What Our Customers are Saying About Workshops

“I am an MBA with over 15 years of human resource management expertise and experience and have been out of work for over a year. In the past year, I moved from New Mexico, but had a 6-month job search in San Antonio, Texas, before finally moving to Colorado. I can say with all the expertise, experience and states I’ve searched for a job in I am extremely impressed with your facility, programs, workshops and staff and I believe I have finally found the place that will assist me in finding a job.”

“I just wanted to email you and say THANK YOU for everything you have done to help me this past month. You really set me up with tools for success when it came to finding a job. Before attending the workshops at A/D works I had been sending out my resume and applying for jobs online for 2 weeks and wasn’t really having much luck. After getting my resume critiqued and corrected I started hearing back from potential employers almost immediately. Then when it came to preparing for my interviews the workshops I attended were helpful because the questions I was asked in the workshops were the same ones that the employer would ask me in the interview. Therefore I knew how to correctly answer the questions in a way to make myself stand out and seem more appealing to the employer. Thank you so much again because everything that I learned through you has helped me to not only get a new job but also receive offers from other employers that I had interviewed with and I have the option now to choose a job that best fits me. Thank you.”

“Thank you for your thoughts and encouragement. Your interviewing workshop made a world of difference in my last interview which closed the deal. My new office will be very close to the new AD Works site!”
Relevant to Business/Industry

Arapahoe/Douglas Works! provides a wide variety of no-cost services to help employers meet their recruitment goals and ensure access to a quality workforce. In PY11, ADW! hosted 104 customized hiring events with 5,729 candidates in attendance.

Pictured: Military Veterans Employment Expo

The Human Element at Work

Steven was provided with an array of intensive job search services upon enrollment into the WIA program. Through WIA funding, Steven was able to update his IT skills by securing certificates in database administration and project management. Before he finished his training program, Steven’s newfound skills and confidence led him to accept an offer with a leading technology company. He is currently a Project Manager earning $68,000 annually.

Investing In Our Talent

Arapahoe/Douglas Works! accepts the 2013 Alfred P. Sloan Award for Business Excellence in Workplace Flexibility.

Pictured Left to Right: Kevin Hougen (Aurora Chamber of Commerce, ADW! WIB Past Chair), Joe Barela (ADW!), Commissioner Nancy Jackson (Arapahoe County), Don Klemme (Arapahoe County).
Talent Development Programming

Talent Development programs specialize in helping people market themselves successfully with the skills they already have, or retool their skills through training so they are marketable.

The table below shows results for the various job training programs operated by Arapahoe/Douglas Works!

### Job Training Program Results

<table>
<thead>
<tr>
<th>Program</th>
<th>Number Served</th>
<th>Difference in Earnings</th>
<th>Aggregate Earnings</th>
<th>Cost per Customer</th>
<th>Cost to benefit Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIA Adult</td>
<td>481</td>
<td>$17,039</td>
<td>$5,708,820</td>
<td>$2,929</td>
<td>4.05</td>
</tr>
<tr>
<td>WIA Dislocated Worker</td>
<td>442</td>
<td>$36,114</td>
<td>$12,966,276</td>
<td>$2,296</td>
<td>12.78</td>
</tr>
<tr>
<td>Trade Adjustment Assistance</td>
<td>44</td>
<td>$27,021</td>
<td>$704,589</td>
<td>$363</td>
<td>44.11</td>
</tr>
<tr>
<td>Veterans Workforce Investment Program</td>
<td>67</td>
<td>$9,761</td>
<td>$282,317</td>
<td>$1,360</td>
<td>3.10</td>
</tr>
</tbody>
</table>

Source: Arapahoe/Douglas Works! Fiscal Dashboard & Connecting Colorado

What Talent Development Customers are Saying

“WIA is a very beneficial program for those that are able to take advantage of it. I recently secured a HR Generalist position. I will be using the knowledge that I learned from studying for the test in my new job immediately. I would not have acquired this knowledge without your help.”

“After being laid off, I began my job search to find that without the credentials as required by industry standard, it would be difficult to secure employment. The Veterans Workforce Investment Program and Veteran Services Staff provided me with the support and educational tools necessary to gain a competitive advantage in my field. With a new Professional Human Resources (PHR) certificate, I was able to land a job working in a field I truly enjoy.”

“Thank you for your very specific and helpful suggestions for my interviewing and resume presentations. They worked! I start my new job as Marketing Communications Specialist at Yampa Valley Medical Center tomorrow! I tell everyone who will listen that the workforce specialists at AD Works! are the best - better than any job coach I hired in the past. You are truly focused on what it takes to help dedicated job seekers stand out and get hired.”
Talent Enhancement Programming

The Talent Enhancement programs operated by Arapahoe/Douglas Works! serve to help persons receiving public assistance become self-sufficient so that, instead of being dependent on public benefits, they can take their places as workers and taxpayers contributing to the region’s ongoing economic vitality.

### Talent Enhancement Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Number Served</th>
<th>Number Placed</th>
<th>Annual Earnings</th>
<th>Aggregate Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment First</td>
<td>14,729</td>
<td>2,521</td>
<td>$21,819</td>
<td>$42,645,626</td>
</tr>
<tr>
<td>TANF/Colorado Works*</td>
<td>692</td>
<td>295</td>
<td>$22,339</td>
<td>$5,066,381</td>
</tr>
<tr>
<td>Parents to Work</td>
<td>204</td>
<td>115</td>
<td>$22,755</td>
<td>$2,616,848</td>
</tr>
</tbody>
</table>

* Annual wage reflects full-time earnings. Aggregate Earnings for TANF/CO Works reflects 179 full-time placements at $10.74/hr and 116 part-time placements at $8.85/hr

### Key Statistics

- As a result of the Employment First program, taxpayer saving were $159,860
- The average time a Colorado Works participant took to find work was 56 days
- 6,093 The average child support obligation for Parents to Work participants was $461.60
- The overall cost/benefit ratio for Talent Enhancement Programs was 26.47

### What Talent Enhancement Customers are Saying

“Arapahoe/Douglas Works! staff was very knowledgeable, polite and more than willing to help with anything we needed. They made it very clear that their number one goal was to help us find employment. I was surprised at all of the resources they had available for us. They made sure they covered all the bases, even clothing. Thank you for your support and helping me get back on my feet.”

“The staff was a great help. The job I received was due solely to the help I got from Delta Harmon. After she reviewed my resume and helped me make changes to it, I had an interview every day for two weeks. Everyone was so helpful and made me feel like they cared about me finding a job”.

“Without Arapahoe/Douglas Works! involved in my job search, I doubt I would be where I am today. Through the Community Work Experience Program (CWEP), I learned about résumé building, job searching, and interviewing and was able to turn to many workforce specialists and workshop facilitators for much needed feedback during this time. Having so many staff members rooting for me in my job search encouraged me when I felt discouraged by previous failures. Thanks to the entire Arapahoe/Douglas Works! team I have been able to develop my interviewing skills, add to my relevant work history, and achieve my highest paying position yet. Starting next week I will begin my new position with NREL, an opportunity I would only have dreamed about five months ago!”
Business Outreach

The Business Development team at Arapahoe/Douglas Works! helps businesses meet their workforce needs, streamlines hiring processes and cuts hiring costs. The Business Development team is integrated throughout all programs.

Key Statistics
- Served 1,446 local businesses with 18,708 openings
- Responded to 35 workforce data inquiries from local economic development partners
- Unique service approaches
  - Multi-regional staffing efforts
  - Layoff prevention
  - Leader in statewide standardization
- Strong support for sector initiatives

What Businesses are Saying
“The Arapahoe/Douglas Works! Workforce Center has gone above and beyond to help make us successful in Centennial. With their customized hiring events we have been able to extend offers the day of the event and been able to start them the same week. We have also used the data on your website to help consult our clients with sector specific pay and unemployment rates. This has lead to more competitive wages for the area and thus attracting the best talent to Arapahoe County!

Thank you again for all of your help and I look forward to a strong partnership in 2013!”

Peter Hancock
Account Executive, Aerotek
2000 S. Colorado Blvd.
Suite 2-150
Denver, CO 80222
www.aerotek.com
Get Into Water
Get Into Water began when water utilities approached the workforce development system to train replacement workers for critical positions whose occupants are expected to retire during the next five years. Main occupations addressed were operators and wastewater management technicians.

- 192 individuals entered employment
- 102 youth and 39 adults obtained industry recognized credentials
- Adults entered employment at an average annual wage of $53,040, which is $18,192 more than those not using workforce centers in their job search
- The industry has recognized the sustainability of the partnership and high level executives are now engaged together in active planning for other key positions within the industry

Greater Denver Metro Healthcare Partnership
The Greater Metro Healthcare Partnership includes three workforce regions, numerous post-secondary educators and virtually all the major health care providers in the Denver Metro area. The partnership is focusing on four key difficult-to-fill occupations; surgical technologist, Bachelor of Science in Nursing (BSN) nurses, clinical laboratory technicians and technologists. Preliminary results:

- Nine participants have received training as surgical technologist; all found work at an annual average of $20,426 more than prior earnings
- The cost/benefit ratio of the surgical technologist training was 5.11
- Twenty-four participants have entered BSN nursing training; of these, 10 have been hired, earning an average of $22,360 more per year than prior earnings
- The cost benefit ratio of the BSN training, with only 10 hires is 2.33 - it will grow as more participants enter employment
- Benefits of the partnership include more cooperation and standardization of training in critical hard-to-fill positions, and sustainability as sector leaders plan to use the partnership in future strategic labor force planning

Statewide Energy Sector Partnership
Arapahoe/Douglas Works! serves as the administrative/fiscal agent for the Front Range Energy Coalition. This innovative public-private partnership uses classroom and experiential training to prepare individuals for rewarding careers in renewable energy and conservation in energy efficient building, construction and retrofit, and power utilities. The partnership is funded through December 31, 2012. Current statistics for Arapahoe/Douglas Works! to date

- Employers served - 50+
- Participants served - 672
- Number of individuals who entered/retained employment - 451
- Top occupations addressed through training - Project managers, engineers, technicians, electricians
Special Populations

and skilled assemblers

• Top ways the partnership has helped participating businesses - more effective marketing, increased sales, better quality work, new markets, enhanced safety and skills

Generations @ Work!
The Generations@Work! Resource Center serves mature workers with general job search, computer, resume, interview and personal marketing help.

• Job seekers 45 and older make up 42% of the Arapahoe/Douglas Works! customer base
• Job seekers served through Generations@Work! ranged in age from 45 to 83
• Of the 1,009 mature workers served through Generations@Work! in PY11, 451 found work and were working six months later
• This group’s average annual earnings was $47,232
• These earnings were $12,384 per year more than those of persons not using the workforce center

Veterans
Arapahoe/Douglas Works! provides full services for veterans, including case management and training through the Veterans Workforce Investment Program.

• Veterans make up 10% of the Arapahoe/Douglas Works! customer base
• Of the 6,217 veterans served, 1,581 found work and were still working six months later
• The average annual earnings of these veterans was $58,535
• These earnings were $23,687 per year more than those of persons not using the workforce center

Disabled
Services for the disabled are integrated through programs at Arapahoe/Douglas Works! Services include assistive technology, disability navigation, and benefits planning.

• Individuals with disabilities make up 5% of the Arapahoe/Douglas Works! customer base
• Of the 3,091 persons with disabilities served in PY11, 567 found work and were still working six months later
• The average annual earnings of this group was $40,208
• These earnings were $5,360 more per year than those of persons not using Arapahoe/Douglas Works! in their job search
Youth
Youth programming at Arapahoe/Douglas Works! aims to increase youth exposure to career pathways, help youth attain a GED or high school diploma, help youth enter college, post-secondary or vocational training, and build reading and mathematical skills.

- Youth in the Works served 447 individuals between ages 14 and 21 in PY11
- Of these, 137 were placed in jobs or post-secondary education
- Another 154 obtained a degree or certificate
- Those attaining a GED or high school diploma can expect to earn $187 more per week, and have a 4.7% lower unemployment rate than those who did not
- Those obtaining a degree or vocational certificate can expect to earn at least $81 more per week and have an unemployment rate at least seven tenths of a percent below those who did not
- Sixty youth showed significant gains in literacy and mathematical ability
- Youth with higher basic skills do better in post-secondary education and on the job
Appendix: Glossary of Terms

Critical Skilled Labor Demand
Those occupations, or sets of occupational skills, that are difficult to fill, but are necessary to businesses in daily operations and product/service output. Businesses must have workers with these specific skills to be competitive.

Demand for Goods and Services
For purposes of this study, demand for goods and services increases with the earnings of persons placed. In other words, when someone gets a job, their paycheck, or earnings, are used both directly (by them) and indirectly (through taxes they pay) to purchase goods and services. This boost in demand increases sales, or revenue, for local businesses, and if high enough, causes the business to hire additional personnel to meet the increased demand.

Earnings
For purposes of this study, the term ‘earnings’ is synonymous with demand for goods and services because when newly employed workers earn money in the form of salary and other compensation, these earnings stimulate demand for goods and services, either directly (earnings spent directly by the worker) or indirectly (taxes paid by the worker that are used to maintain infrastructure within the region). The Input/Output model used is courtesy of Economic Modeling Systems, Inc. and takes personal spending, investment, saving, and tax payments into account in modeling final economic impact.

Economic Impact
Economic impact refers to benefits gained in the community as a result of Arapahoe/Douglas Works! placements. These benefits include earnings put into the community in the form of paychecks that increase local demand for goods and services, additional jobs added by local businesses as a result of this boost in demand, and increased revenue realized by local businesses as a result of higher demand.

High Growth Occupations
Occupations that will experience a high number of openings year over year due to both growth and attrition. The Arapahoe/Douglas Workforce Investment Board has had its operator, Arapahoe/Douglas Works! profile key industries in the region, including listing high growth occupations.

Human Capital
In workforce development, human capital refers to the stock of competencies, knowledge and personality attributes embodied in the ability of an area’s labor force to produce economic value. It is the attributes gained by workers through education and experience. Developing human capital refers to regional economic and workforce development plans that attempt to consciously manage a region’s labor force to meet current and emergent skilled labor needs of local businesses.

Input/Output Analysis
The input-output model uses a matrix representation of a nation’s (or a region’s) economy to predict the effect of changes in one industry on other industries, and takes into account changes by consumers, government, and foreign suppliers on the economy. Input-output depicts inter-industry relations of an economy. It shows how the output of one industry is an input to each other industry, and how those inputs
Appendix: Glossary of Terms

result in a mathematically definable output, which in this study is aggregate change in sales (revenue) within the region as a result of the activities of Arapahoe/Douglas Works!

**Net ROI in Earnings**
Return on taxpayer investment for workforce center operations. Calculated from the gross annualized earnings change as a result of placements divided by the sum of all public costs associated with those placements, including workforce center monies, welfare payments, unemployment compensation, extended unemployment and any state extensions.

**Net ROI in Sales**
Return on taxpayer investment for workforce center operations. Calculated from the gross annualized sales change as a result of placements divided by the sum of all public costs associated with those placements, including workforce center monies, welfare payments, unemployment compensation, extended unemployment and any state extensions.

**Operator**
A regional entity that operates public workforce development programming in a federally designated region. Arapahoe/Douglas Works! is the operator for the Arapahoe/Douglas Workforce Board.

**On-The-Job-Training**
A federal subsidy offered to a business that has a permanent full-time job opening, and agrees to hire a workforce center customer to offset new employee training costs.

**Public Costs (Direct)**
Workforce centers are publicly funded through the Workforce Investment Act of 1998, the Wagner-Peyser Act, and a variety of other federal legislation. Services in workforce centers are thus funded by taxpayer dollars. Direct costs include the sum total of expenditures made by Arapahoe/Douglas Works! during PY11, the program year beginning July 1, 2011 and ending June 30, 2012.

**Public Costs (Indirect)**
People placed in work through workforce centers may also have received a variety of other public (taxpayer-funded) benefits concurrently with receiving workforce center services. Such benefits include unemployment, extended unemployment, any state extended benefits, temporary aid to needy families (TANF), food stamps and other welfare type payments. For purposes of this study, these are referred to as ‘indirect costs,’ and are added to the direct costs (total workforce center expenditures) to determine the fairest and most accurate assessment of ROI possible.

**Return on Public Investment (ROI)**
In this study, return on public investment (ROI) is calculated using the following equation: Total economic benefit generated in the region as a result of Arapahoe/Douglas Works! operations divided by total direct and indirect public costs of placements.
Appendix: Glossary of Terms

Revenues
Gross sales made by a business. In this study, revenues are presented as total increase in gross sales for all businesses in the region as an aggregate.

Sales
Synonymous with revenues, gross sales made by a business. Presented in this study as an aggregation of sales increase for all businesses in the region.

Wagner-Peyser Act
Federal legislation designed to facilitate a match between open jobs and qualified job seekers; now embedded in the Workforce Investment Act of 1998.

Workforce Board
Also known as a Workforce Investment Board, or WIB, is a body of local business and community leaders assembled to guide and oversee federally funded workforce development strategies and operations in a region.

Workforce Center
An office of a regional entity that operates public workforce development programming in a federally designated region. Arapahoe/Douglas Works! has one main and three satellite workforce centers that serve clientele throughout Arapahoe and Douglas counties.

Workforce Development
Workforce development or workforce development system is the term used to generally refer to the network of One-Stop Career Centers or Workforce Centers funded and operated under the Workforce Investment Act of 1998 (WIA). Workforce development and/or training refers to community efforts to train individuals for specific jobs or industries. Training may cover everything from soft skills (work ethic, attitude, getting to work on time) to basic skills (literacy, numeracy) to specific job skills (carpentry or web site development). Community workforce efforts may also include job placement assistance, résumé writing, interview skills, and retention services such as legal advice and child care, that help people stay in a job once placed there. The goal of workforce training programs is to improve the quality and skill sets of individuals, to place them in jobs, and help businesses find an employee base in line with their needs. A good workforce training program, therefore, serves two customers: individuals and businesses.

Workforce Investment Act (WIA) or 1998
Federal legislation designed to provide universal access to Americans needing job training or other career services designed to lead to employment.

Workforce Regions
Under the Workforce Investment Act of 1998, all states and territories of the United States of America are subdivided into workforce regions. These regions are defined by federal formula for purposes of funding allocation. Also known as Local Workforce Investment Areas (LWIA). Colorado Department of Human Services, Colorado State Plan, Temporary Aid for Needy Families (TANF).
ECONOMIC IMPACT
Program Year 2011 July 2011 - June 30, 2012

The difference in earnings tells the story!

$14,993 more per year
People using Arapahoe/Douglas Works! in their job search earned an average of $14,993 more per year than those who did not.

$49,841

$34,848
The average annual wage of persons NOT using a workforce center in their job search.

There’s more to the story...

41,247
Number of customers served

$208.47
Cost per customer

Of customers who found work
9,831
were still working after six months

$13.78
Cost/benefit ratio
11.4
Number of months to pay back taxpayers

What a $127.5 million difference in earnings means in consumer spending for the region...

Entertainment, gifts and personal care
$13 million

Investments and Insurance
$14 million

Food, apparel and services
$15.7 million

Housing, healthcare and transportation
$55 million

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Where job seekers connect with opportunities.
Where business connects with talent.
Workforce Investment Works!

Steven was provided with an array of intensive job search services upon enrollment into the Workforce Investment Act (WIA) Adult Program. Through WIA funding, Steven was able to update his IT skills by securing in-demand industry certificates in database administration and project management. Before he finished his training program, Steven's newfound skills and confidence led him to accept an offer with a leading technology company. He is currently a Project Manager earning $68,000 annually.

Eugene was an out-of-work 19-year-old with a limited work history and little direction and knowledge of the labor market in the Denver area. Eugene accessed the workforce center and was introduced to the Asbestos Abatement partnership that was offered by the Youth in The Works! Program. The partnership provided funding to achieve his license through the Colorado Department of Health. Eugene is now working with a local Abatement Company and using his new skill set and industry-recognized certification making $16+/hour!

Lacy was an unemployed nurse in the TANF Program. She was determined to find a job in her field. Through the Rapid Attachment to Employment Program she was able to upgrade her resume and interviewing skills making her more marketable in the healthcare field. All of her hard work paid off as she is now employed full-time making $24.75/hour.

Through a workforce center, customized recruitment, Richard was interviewed by a healthcare company relocating to the South Metro area. He was vetted by AD Works! Business Development Reps and referred for the Director of Operations Position. ADW! Staff worked with Richard and this company to facilitate the process and keep the lines of communication open. Richard was offered a position and told ADW! that our help was instrumental in his new employment. Richard shared that he received the position offer just in time to save his home.

www.adworks.org

ARAPAHOE/DOUGLAS WORKS!
Where job seekers connect with opportunities. Where business connects with talent.
Connecting Talent to Opportunity

- Served: 1,446 Local Businesses
- Listed: 18,708 Job Openings
- Placed: 17,285 Applicants in Jobs
  Including: 1,494 Veterans

Bridging Business with Talent

- Facilitated 106 Customized Hiring Events
- Screened & Presented 4,424 Applicants to Businesses in Key Industries

Staffing Solutions

- Education & Skill Assessments
- Career Village: Private Office Space Available for Interviewing
- Customized Training Resources
- Talent Supply & Demand Analytics

Current Available Talent

- Bachelors or Above: 31,022 Candidates
- 1-3 Years of College: 31,160 Candidates
- High School Diploma: 96,857 Candidates

ARAPAHOE/DOUGLAS WORKS!
Where job seekers connect with opportunities.
Where business connects with talent.
## Labor Supply & Demand by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Job Openings</th>
<th>Qualified Candidates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance &amp; Insurance</td>
<td>2,910</td>
<td>922</td>
</tr>
<tr>
<td>Healthcare &amp; Social Assistance</td>
<td>2,787</td>
<td>1,508</td>
</tr>
<tr>
<td>Professional, Scientific &amp; Technical Services</td>
<td>1,897</td>
<td>1,331</td>
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<tr>
<td>Construction</td>
<td>1,599</td>
<td>1,220</td>
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<tr>
<td>Retail Trade</td>
<td>1,325</td>
<td>2,253</td>
</tr>
<tr>
<td>Accommodation &amp; Food Services</td>
<td>1,294</td>
<td>603</td>
</tr>
</tbody>
</table>

### Workforce Investment Works!

I was referred to Arapahoe/Douglas Works! Business Development Services and was very impressed with the suite of services offered to both employers and job seekers. There is a variety of tools available and the workforce center staff is well organized and professional. Arapahoe/Douglas Works! collected, screened and delivered over 150 targeted resumes for our open positions. We will absolutely utilize Arapahoe/Douglas Works! as a primary, free source and continue to encourage my professional associates to do so as well!

Nicole, HR Manager with Pulte Mortgage

We utilize Arapahoe/Douglas Works! in several ways such as hiring events, virtual job fairs and posting specific job openings. Each of the features have been helpful in giving Safeway the assistance we need to match applicants with available job openings.

Dennis, Employment Coordinator with Safeway

I was impressed with Arapahoe/Douglas Works! facilities, the staff and the impressive quality of candidates referred by the workforce center. I will certainly continue to partner with Arapahoe/Douglas Works! in the future!

Matt, Area Manager with Jackson Hewitt Company Owned Operations

www.adworks.org

ARAPAHOE/DOUGLAS WORKS!
Where job seekers connect with opportunities.
Where business connects with talent.
Credits

Study Conducted by
Patrick Holwell, M.A.
Workforce Economist, Arapahoe/Douglas Works!

Joseph M. Barela
Division Manager, Arapahoe/Douglas Works!

Kelly Folks
Talent Development Manager, Arapahoe/Douglas Works!

Najwa Khalaf
Talent Enhancement Manager, Arapahoe/Douglas Works!

Ron Perea
Talent Placement Manager, Arapahoe/Douglas Works!

Dawn Gardner
Business Services Supervisor, Arapahoe/Douglas Works!

Tanya Muniz
Workforce & Business Associate, Arapahoe/Douglas Works!