## Arapahoe/Douglas Local Area Plan 2020

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Arapahoe/Douglas WORKFORCE BOARD C O L O R A D O

#### **OVERVIEW**

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

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

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

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

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

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

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

The WDB strategic priorities for the upcoming two years (WIOA Program Years 2021 – 2023) are as follows:

- Creating and fostering business partnerships that bring the best return on investment back to the CCPR, which includes Arapahoe and Douglas Counties. Other counties in the CCPR include Adams, Broomfield, Boulder, Clear Creek, Denver, El Paso, Gilpin, Jefferson, Larimer and Teller. The four major urban areas that make up the Colorado Central Planning Region are Boulder, greater metro Denver, Fort Collins and Colorado Springs.
- 2. Building sound partnerships to collaborate with employment, education and economic development efforts to ensure economic vitality to the Arapahoe/Douglas region.
- 3. Creating an efficient and effective platform for servicing job seekers and the hardest-to-serve populations.

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

When initially written, Colorado, the Colorado Central Planning Region (CCPR) and all of its workforce areas were in a full-employment market and the economy was experiencing one of the longest periods of sustained growth in history. The COVID-19 pandemic changed this landscape dramatically, which resulted in a substantial update to this plan.

The original portion of the plan, which is labeled below, was left mostly intact to reflect the fundamental strength of the region's labor force. What follows immediately below is the update on the effects experienced by Colorado, the Colorado Central Planning Region and the seven workforce development areas that make up the region since we began seeing effects from the pandemic on March 1, 2020.



Current conditions underscore the readiness of Colorado's workforce development system to put public funds out quickly and be an integral part of economic recovery.



Initial Effects of COVID-19 Pandemic: United States:

The COVID-19 pandemic has had far reaching effects on the United States as a whole. We are one of the hardest hit countries in the world: At this writing, the United States has 4.25% of the world population, but has just over 32% (1.54 million) of the known cases worldwide, and has suffered 28.3% (90,717) of the deaths worldwide.

Though it has just 4.25% of the world's population, 71% of the economy in the United States is based on consumerism, and the US

economy is so powerful that in 2019, it made up 15.11% of the worldwide Gross Domestic Product (GDP).

When the pandemic hit in earnest in March 2020, the economy of the United States was temporarily shut down for the purpose of flattening the curve of new cases to help the healthcare system cope. This took time, and in spite of massive stimulus packages from the U.S. government, by the week ending April 25, 2020, 34.1 million new unemployment claims had been filed by Americans. Additionally, when national unemployment numbers were reported for April on the first Friday in May, the national unemployment rate had risen from 4.4% in March 2020 to 14.7% in April. New numbers coming in suggest that when May unemployment numbers are reported on the first Friday in June, the US unemployment rate will be approximately 23%.

#### Reduction in Demand for Goods and Services

Without in any way diminishing the suffering of the millions of Americans laid off from their jobs, and the millions of small business who have closed, or are in danger of closing, the crisis to the economy of the United States—because it is 71% consumption based—is the dramatic reduction in demand for goods and services. This affects businesses across the board, and moreover, economists at both the International Monetary Fund and the US Federal Reserve are now predicting that the nation will not experience a full recovery until at least the end of 2021.

This lowered consumption is right now hitting durable goods and boutique retailers the hardest, while demand for groceries has risen. Furthermore, we are seeing reductions in prices for gasoline, motor vehicles, appliances, electronics, clothing, sporting goods, and other retailers while prices of food and drink retailers have trended up. This is because unemployment payments are a safety net only. The payments, in aggregate, make up only around 23% of the total loss of worker earnings. This drives consumer confidence down and means that people only tend to buy the basics during times of deep recession.



This US Census table shows the 16.6% decrease in sales for retail and food service establishments between March and April 2020.

A growing number of economists fear that some sectors of the economy will experience deflation as people stop spending money on them – appliances, for example, while the prices of basic items, particularly food and personal items will continue to rise.

Lowered spending on certain goods will cause

layoffs in those portions of the economy, and these new layoffs will decrease worker earnings, and thus demand for goods and services even more, leading to more layoffs.

Other relevant national indicators (for March 2020, source: US Census):

- Durable goods manufacturing orders -14.4%
- New residential sales -15.4%
- New residential construction -22.3%
- New business formations -4.5% in first quarter 2020

Currently, many states have opted to loosen their initial 'stay at home' orders and allow people to return to work while keeping up social distancing.

#### Hidden Expense to Businesses

In the struggle to reopen, businesses are incurring a variety of expenses, which will further affect profit margins. They must provide personal protective masks, as well as plexiglass barriers for customer facing employees. Furniture is being removed and cubicles being enlarged to allow for social distancing. Restaurants are asking for flexibility in regulations to allow for more patio dining. Factories are adjusting assembly lines to allow for social distancing. All these adjustments cost money and may force businesses to reduce staff to compensate for the higher costs.

As to the hospitality and tourism industry, Bloomberg is reporting that the number of flights have been cut by 90% for summer, and many hotels are down to 1% capacity. Recovery in this sector is being projected to lag other areas of the economy, with some tying full recovery to the development of a vaccine, which could take 18 months or longer.

#### Initial Effects of COVID-19 Pandemic: Colorado

Through the week ending April 25, 2020, nearly 360,000 Coloradans have filed new unemployment claims. As the table to the right shows, this is 11.5% of the state's total labor force. In addition, through the week ending May 2, 2020, an additional 54,000 Coloradans who are small business owners, or gig workers, have filed Pandemic Unemployment Assistance claims.

New Unemployment Claims as a Percent of the Labor Force Date Range: 3/1/2020 - 5/2/2020							
Geography	Labor Force	Initial Claims	Percent				
Colorado	3,129,300	359,565	11.5%				
Adams	280,249	33,181	11.8%				
Arapahoe	374,600	45,616	12.2%				
Boulder	200,110	19,220	9.6%				
Denver	428,493	53,777	12.6%				
Douglas	199,341	18,369	9.2%				
Jefferson	344,319	38,328	11.1%				
Larimer	209,090	21,847	10.4%				
Sources: Bureau of Labor Statistics, Colorado	Donartmont of Labor	& Employment					

Sources: Bureau of Labor Statistics, Colorado Department of Labor & Employment

New Unemployment Claims by Industry Sector

This table shows the number of new claims by industry sector in Colorado. The reader should note that the numbers are significantly lower than the number in the table on the prior page. This is because the industry sector of layoff is not identifiable for nearly 24% of the claims, thus the percentage of total job loss in each industry sector may be significantly higher. That said, the table below does depict those industry sectors heaviest hit by layoffs through the week ending May 2, 2020.

New Unemployment Claims from 3/1/2020 - 5/2/2020, Colorado							
NAICS	Industry	Jobs	New Claims	Percent			
71	Arts, Entertainment, and Recreation	70,458	17,096	24.3%			
72	Accommodation and Food Services	296,615	69,471	23.4%			
44	Retail Trade	288,901	38,191	13.2%			
81	Other Services (except Public Administration)	148,668	17,679	11.9%			
62	Health Care and Social Assistance	332,068	36,224	10.9%			
21	Mining, Quarrying, and Oil and Gas Extraction	30,737	3,340	10.9%			
61	Educational Services	64,386	6,095	9.5%			
53	Real Estate and Rental and Leasing	69,673	6,566	9.4%			
56	Administrative Support and Waste Management & Remediation	178,171	15,807	8.9%			
48	Transportation and Warehousing	98,151	8,695	8.9%			
42	Wholesale Trade	113,976	8,827	7.7%			
31	Manufacturing	157,598	10,813	6.9%			
23	Construction	224,598	12,541	5.6%			
55	Management of Companies and Enterprises	43,528	2,219	5.1%			
51	Information	80,451	3,950	4.9%			
54	Professional, Scientific, and Technical Services	279,061	11,336	4.1%			
11	Agriculture, Forestry, Fishing and Hunting	31,510	686	2.2%			
52	Finance and Insurance	126,204	2,253	1.8%			
90	Government	521,390	2,865	0.5%			
22	Utilities	8,369	-	0.0%			

Note that the information published in these tables is available at statewide level only.

Sources: EMSI QCEW, Non-QCEW & Self-Employed Class of Worker AND Colorado Department of Labor & Employment



#### New Unemployment Claims by Occupational Group

This table shows the impact of COVID-19 related mass layoffs by occupation group in Colorado. Note the total number on the table below is 374,858. This does not match the total 359,565 new claims in Colorado, very likely because a number of claimants have been laid off from multiple jobs.

	Occupation Groups with Greatest Percent of Total Job Loss, Colorado								
SOC	Description	Jobs in Q42019	New UI Claims 3/1/2020- 5/2/2020	Percent of Total Jobs					
35	Food Preparation and Serving Related	272,087	83,659	30.7%					
31	Healthcare Support	75,706	17,307	22.9%					
27	Arts, Design, Entertainment, Sports, and Media	65,403	14,874	22.7%					
39	Personal Care and Service	133,060	28,101	21.1%					
11	Management	160,855	28,092	17.5%					
41	Sales and Related	336,371	52,544	15.6%					
29	Healthcare Practitioners and Technical	164,243	20,088	12.2%					
51	Production	114,821	13,012	11.3%					
49	Installation, Maintenance, and Repair	121,995	13,137	10.8%					
19	Life, Physical, and Social Science	35,118	3,558	10.1%					
53	Transportation and Material Moving	179,772	17,827	9.9%					
47	Construction and Extraction	184,216	15,722	8.5%					
45	Farming, Fishing & Forestry	21,114	1,604	7.6%					
37	Building and Grounds Cleaning and Maintenance	112,203	8,414	7.5%					
25	Education, Training, and Library	166,639	11,934	7.2%					
21	Community and Social Service	53,685	3,532	6.6%					
23	Legal	27,183	1,592	5.9%					
43	Office and Administrative Support	410,548	20,933	5.1%					
13	Business and Financial Operations	222,009	10,000	4.5%					
17	Architecture and Engineering	69,203	2,890	4.2%					
15	Computer and Mathematical	132,805	4,319	3.3%					
33	Protective Service	66,612	1,719	2.6%					

Sources: EMSI QCEW, Non-QCEW & Self-Employed Class of Worker and CDLE Unemployment Insurance Division

Loss in Worker Earnings and Commensurate Reduction in Demand for Goods and Services

	Estimated Loss in Worker Earnings, Colorado							
SOC	Description	Median Annual Wage	Reduction in Worker Earnings Since 3/1/2020					
11	Management	\$113,244	\$275,380,117					
13	Business and Financial Operations	\$72,197	\$62,496,627					
15	Computer and Mathematical	\$93,562	\$34,980,029					
17	Architecture and Engineering	\$83,045	\$20,775,210					
19	Life, Physical, and Social Science	\$69,213	\$21,317,257					
21	Community and Social Service	\$48,079	\$14,699,784					
23	Legal	\$89,875	\$12,385,654					
25	Education, Training, and Library	\$46,818	\$48,365,198					
27	Arts, Design, Entertainment, Sports, and Media	\$46,161	\$59,435,096					
29	Healthcare Practitioners and Technical	\$72,279	\$125,685,170					
31	Healthcare Support	\$34,279	\$51,355,058					
33	Protective Service	\$41,494	\$6,174,465					
35	Food Preparation and Serving Related	\$24,166	\$175,006,099					
37	Building and Grounds Cleaning and Maintenance	\$27,897	\$20,318,371					
39	Personal Care and Service	\$26,015	\$63,282,725					
41	Sales and Related	\$34,576	\$157,265,949					
43	Office and Administrative Support	\$38,322	\$69,441,621					
45	Farming, Fishing and Forestry	\$30,268	\$4,202,621					
47	Construction and Extraction	\$46,084	\$62,717,837					
49	Installation, Maintenance, and Repair	\$48,494	\$55,147,186					
51	Production	\$35,981	\$40,527,918					
53	Transportation and Material Moving	\$34,820	\$53,733,788					
	Subtotal of Worker Earnings Lost over 9-week Period		\$1,434,693,780					
	Unemployment Payment Offset		\$1,036,000,000					
	Net Reduction in Worker Earnings		\$398,693,780					
Sources	s: EMSI QCEW, Non-QCEW & Self-Employed Class of Worker and CDLE Unemployme	ent Insurance Division						

Unemployment payments are an important safety net, and with the additional pandemic assistance provided through the federal government, these payments have offset 72.2% of the actual loss in worker earnings.

Essentially this means that businesses in Colorado have foregone, or lost, an estimated \$400 million in revenues over the nine weeks from March 1 through May 2, 2020.

A reduction in demand of this magnitude will have lasting effects across the economy, even if all workers could be absorbed back into employment immediately upon relaxing the stay-at-home restrictions, which likely will not be

the case.

- Hospitality and recreation, which includes hotels, casinos, various tourist attractions and amusement parks, may not recover until the end of 2021, and may not be able to operate at full pre-pandemic capacity until likely a vaccine is developed and made widely available.
- While restaurants and bars may reopen, they will have to practice social distancing. Even with relaxation of regulations allowing more patio dining, sales will likely be down significantly.
- According to the Conference Board, US consumer confidence went down 31.9 points in April with projections that it will fall even further in May. The Organization for Economic Cooperation & Development (OECD) saw worldwide consumer confidence decrease from 100.54 in January 2020 to 97.82 at the end of April.
- Consumer confidence, should it remain low, may cause disruptions in other sectors of the economy, though is difficult to predict the magnitude or scope of these potential disruptions.
- Childcare availability and school re-openings will likely affect the rate at which individuals return to work.

#### Reabsorption of Unemployment Claimants into Economy

A key issue is how many of the workers displaced by the pandemic will be reabsorbed into gainful employment and when. The chart below shows that while 359,565 Coloradans had filed new unemployment claims between March 1, 2020 and May 2, 2020, the state paid out on 261,124 continuing claims during the week ending May 2, 2020.

Since there is no way of knowing how many of the initial claims were actually approved, it is very difficult to determine how many workers have been reabsorbed into their jobs to date. Colorado is still in the very early stages of getting people back to work, and many other factors will come into play during through 2020 and into 2021.





Demographic Characteristics of Claimants

The mass layoffs in the early part of the pandemic affected hospitality and recreation, and retail the most. Because the labor force in these industries tends to be younger, the 25-34 age grouping is disproportionately represented in the new claimant population.

#### Gender Disparity



Men made up 52.9% of the state's workforce and women 47.1% prior to the pandemic. The pie chart shows that women have been disproportionally affected by the pandemic. This is because the majority of workers in the hardest hit industry groups are female.

Colorado							
Last Quarter 2019 Employment							
Gender	Number	Percent					
Male	1,631,558	52.9%					
Female	1,453,384	47.1%					

Source: EMSI QCEW, Non-QCEW & Self-Employed

#### Race/Ethnicity of Claimants



Between March 1, 2020 and May 9, 2020, there have been 68,026 new unemployment claims in Arapahoe and Douglas counties. The bar graphs below show that claims spiked during the weeks ending March 28 and April 4.



While the workforce, training pipeline, sector partnerships and other cooperative efforts that have kept the economy growing in the Arapahoe/Douglas Workforce Development Area remain robust, the mass layoffs resulting from the COVID-19 pandemic have to date only lightly touched some industry groups, but have decimated others.



The CARES Act Pandemic Unemployment Assistance (PUA) program creates a temporary federal unemployment insurance program for individuals not otherwise eligible for UI benefits, including the self-employed, independent contractors, gig economy workers, those seeking part-time employment, and individuals lacking sufficient work history but who would be able to work and looking for work were it not due to COVID-19.

The largest spike in the PUA claims happened the week ending April 25, but this was due to the buildup in claims prior to when they were processed.



#### Data Updates

Colorado has committed to a workforce system that is data driven. To this end, a statewide Workforce Intelligence Data Expert (WIDE) group that serves the workforce development system's operational and business services groups, as well as economic developers, chambers of commerce and other stakeholders to ensure that funds intended for economic recovery are targeted for optimal effect.

The Arapahoe/Douglas Workforce Development Area, the CCPR, Colorado and the United States are all in the early days of returning to work. As new data becomes available, it will be used to adjust services to both job seekers and employers to be more targeted, business relevant and yield the highest possible return on investment for public funds.

The section below was written in January 2020, and has been left intact because it shows the fundamental strength of the economy in the Colorado Central Planning Region and in the two-county Arapahoe/Douglas area.



### **Regional Plan Questions/Responses**

- 1. Provide an analysis of the regional economic conditions overall, as well as for each area included in this planning region, including:
  - a. Existing and emerging in-demand industry sectors and occupations; and
  - b. The employment needs of employers in those industry sectors and occupations;

The oblorado ochtrar Flamming Region								
Employment Concentrations, Colorado Central Planning Region								
		Average	Payrolled					
County	2020 Jobs	Earnings Per	Business					
		Job	Locations					
Denver	571,630	\$82,564	33,770					
Arapahoe	368,281	\$76,626	22,436					
El Paso	354,622	\$59 <i>,</i> 592	20,393					
Jefferson	271,489	\$69,313	20,529					
Adams	244,311	\$64,134	11,406					
Boulder	211,296	\$77,187	15,756					
Larimer	188,265	\$59,249	12,526					
Douglas	145,522	\$73,104	12,420					
Broomfield	43,572	\$98,947	2,891					
Teller	8,848	\$46,167	917					
Gilpin	5,051	\$51,964	175					
Clear Creek	3,658	\$54,407	377					
Totals	2,416,546	\$72,135	153,595					

#### The Colorado Central Planning Region

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

The Colorado Central Planning Region (CCPR) is made up of twelve counties along the eastern slope of the Rocky Mountains. Moving south from the Wyoming border, these are Larimer, Boulder, Broomfield, Adams, Denver, Jefferson, Gilpin, Clear Creek, Arapahoe, Douglas, El Paso, and Teller counties. Together these counties make up over three quarters of the population and labor force in Colorado, and nearly eighty percent of the jobs in the state.

The CCPR contains four metropolitan statistical areas: these are Fort Collins (Larimer), Boulder, Denver (Adams, Jefferson, Gilpin, Clear Creek, Arapahoe and Douglas), and Colorado Springs (El Paso and Teller).



There are seven federally defined workforce development areas that serve these eleven counties and four urban areas. Broomfield, though a sub-area of the Rural Consortium, is included in this report because it is surrounded by Boulder, Jefferson and Adams counties, and is part of Colorado's urban Front Range. The seven workforce development areas are:

- Adams (serving Adams County)
- Arapahoe/Douglas (serving Arapahoe • and Douglas counties)
- Boulder (serving Boulder County)
- Denver (serving the City and County of Denver)
- Tri-County (serving Jefferson, Clear • Creek and Gilpin counties)
- Larimer (serving Larimer County) •
- Pikes Peak (serving El Paso and Teller counties)

The map shows employment concentrations by zip code and labels the four urban areas (metropolitan statistical areas) that make up the CCPR.



Essentially, employment in the state of Colorado is most heavily concentrated in the CCPR. The region has 78.7% of Colorado's jobs, and produces 83% of Gross Regional Product (GRP). At this writing, new data for the tables below is not yet available.

#### **Regional Economic Conditions**

Regional Comparison										
Geography	Population (2019)	Labor Force (2019)	Jobs (2019)	Cost of Living	GRP (\$Billions)	Imports (\$Billions)	Exports (\$Billions)			
Colorado Central Planning Region	4,367,959	2,433,920	2,416,721	113.8	\$316.1	\$206.7	\$271.4			
Colorado	5,776,548	3,178,070	3,072,205	112.7	\$379.8	\$260.6	\$323.5			
Percent of State	75.6%	76.6%	78.7%		83.2%	79.3%	83.9%			

Source: EMSI - QCEW, Non-QCEW, Self-Employed & Extended Proprietor Class of Worker

Arapahoe/Douglas Workforce Area										
Geography	Population (2019)	Labor Force (2019)	Jobs (2019)	Cost of Living	GRP (\$Billions)	Imports (\$Billions)	Exports (\$Billions)			
Arapahoe/Douglas Workforce Area	1,010,068	567,905	513,844	114.0	\$72.7	\$61.9	\$61.5			
Colorado Central Planning Region	4,367,959	2,433,920	2,416,721	113.8	\$316.1	\$206.7	\$271.4			
Percent of Colorado Central Planning Region	23.1%	23.3%	21.3%		23.0%	29.9%	22.7%			
ource: EMSI - QCEW. Non-OCEW. Self-Employed & Extended Proprietor Class of Worker										

CEW, Self-Employed rop Except where indicated, source for all bar and line graphs in this Plan is EMSI Developer. Data elements from EMSI may include Class of Worker, Instructional Program Education Data System (IPEDS), age, race/ethnicity, and job posting records.

#### **Historical Trends**





This figure shows growth in jobs and establishments over the last decade in the CCPR.

Between 2010 and 2019, the number of jobs in the region grew from 1.9 million jobs in 2010 to 2.4 million jobs in 2019, a total growth of 24.3%. This is a 1.6% annual growth rate.

The average annual earnings per worker for all jobs in the region grew 25% in the same timeframe, an annual growth rate of 2.2%.

Unemployment in the CCPR has been below 4.7% since July 2014. U.S. Federal Reserve economists currently consider full employment at between 4.1% and 4.7%. Full employment is defined as the lowest unemployment rate that won't cause inflation. As of November 2019, the CCPR unemployment rate was 2.4%. The wage growth may be, in part, due to full employment.

Industries in the CCPR that added the most jobs between 2010 and 2019 were:

- Professional, scientific and technical services added 63,893 jobs, an annual growth rate of 3.5%.
- Healthcare and social assistance added 55,279 jobs (2.8% annual growth).
- Accommodation and food service added 53,088 jobs (3.2% annual growth).

#### Historical Trends for the Arapahoe/Douglas Workforce Area



Between 2010 and 2019, Arapahoe and Douglas counties added 108,054 jobs, a 2.7% annual growth rate:

- Healthcare and social assistance added 17,422 jobs, an annual growth rate of 3.9%.
- Professional, scientific and technical services added 14,486 jobs (3.5% annual growth).
- Construction added 12,030 jobs (4.4% annual growth).

#### **Growth Projections through 2024**

These tables were run in early 2020 and will be revised at such time as the post-pandemic revisions become available. Projections are published by the US Bureau of Labor Statistics. Note that in the 2008-2009 recession, unemployment also outpaced projections that existed at that time. Projections were revised in July 2010, and likely the same thing will occur at a later date.

	Regional Industry Growth Projections, Arapahoe/Douglas Workforce Area									
NAICS								Annual	National	Payrolled
Code	Description	2020 Jobs	2021 Jobs	2022 Jobs	2023 Jobs	2024 Jobs	Change	Growth	Location	Business
coue								Rate	Quotient	Locations
62	Health Care and Social Assistance	63,219	65,708	67,960	70,032	71,603	8,384	2.5%	0.93	3,226
90	Government	57,323	58,314	59,190	60,031	60,698	3,375	1.2%	0.74	222
54	Professional, Scientific, and Technical Services	55,819	57,440	58,866	60,114	61,022	5,203	1.8%	1.59	7,472
44	Retail Trade	55,288	55,909	56,469	56,979	57,367	2,079	0.7%	1.07	2,657
52	Finance and Insurance	42,876	43,887	44,752	45,549	46,093	3,217	1.5%	2.04	2,654
72	Accommodation and Food Services	41,528	42,559	43,478	44,315	44,916	3,388	1.6%	0.91	1,937
23	Construction	38,704	39,704	40,581	41,355	41,899	3,195	1.6%	1.28	2,961
56	Administrative and Support and Waste Management and Remediation Services	36,476	36,907	37,277	37,597	37,797	1,321	0.7%	1.11	2,191
51	Information	25,262	25,610	25,904	26,155	26,304	1,042	0.8%	2.65	837
81	Other Services (except Public Administration)	24,432	24,839	25,194	25,522	25,751	1,319	1.1%	0.98	2,682
42	Wholesale Trade	20,075	20,314	20,506	20,665	20,723	648	0.6%	1.05	2,832
55	Management of Companies and Enterprises	12,702	13,025	13,298	13,534	13,665	963	1.5%	1.66	746
31	Manufacturing	11,341	11,515	11,652	11,757	11,794	453	0.8%	0.27	629
53	Real Estate and Rental and Leasing	11,304	11,533	11,731	11,898	12,015	710	1.2%	1.26	2,060
71	Arts, Entertainment, and Recreation	10,764	11,057	11,308	11,523	11,662	898	1.6%	1.16	452
61	Educational Services	9,848	10,079	10,257	10,438	10,592	743	1.5%	0.72	563
48	Transportation and Warehousing	8,452	8,800	9,095	9,311	9,486	1,034	2.3%	0.42	511
21	Mining, Quarrying, and Oil and Gas Extraction	1,074	1,064	1,055	1,048	1,046	(29)	(0.5%)	0.48	145
11	Agriculture, Forestry, Fishing and Hunting	664	687	706	725	738	74	2.1%	0.11	62
22	Utilities	462	475	486	495	499	37	1.6%	0.26	18
	Totals	527,612	539,426	549,766	559,046	565,668	38,055	1.4%		34,856

SOURCE: EMSI = QEEW Employees, Non-QEEW Employees & Self-Employed Flass of Worker

#### **Existing and Emerging In-Demand Industry Sectors**

The tables below are sorted by concentration (location quotient or LQ), which is an index with 1.00 as the national average. Thus, an LQ of 2.96 means employment in that industry is concentrated at 2.96 times the national average. These concentrations may change incrementally, but are likely to stay relatively the same in the near term, despite unemployment.

Note that in all cases in the table below, industries shown are 'primary' in nature. This means they may be called 'traded' industries in the sense they create goods or services that are then exported, at least in part, and money flows back into the region in the form of net profits, and worker earnings.

	Top Industries by Employment Concentration, Colorado Central Planning Region								
NAICS	Description	2019 Jobs	2019 Location Quotient	2019 Payrolled Business Locations					
211	Oil and Gas Extraction	6,279	2.96	270					
518	Data Processing, Hosting, and Related Services	13,977	2.64	1,120					
517	Telecommunications	22,889	2.12	450					
481	Air Transportation	16,138	2.10	80					
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	652	1.90	90					
312	Beverage and Tobacco Product Manufacturing	7,780	1.78	303					
511	Publishing Industries (except Internet)	20,269	1.76	979					
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	24,692	1.59	2,833					
515	Broadcasting (except Internet)	6,158	1.50	102					
541	Professional, Scientific, and Technical Services	246,801	1.49	32,408					

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



This map shows employment concentrations in the eleven counties that make up the Colorado Central Planning Region.

Each county within the region has a unique economic footprint, a different concentration of key industries.

Together, these counties, along with Broomfield and Weld, which are not included in this Plan, are loosely known as Colorado's Front Range.

The Front Range economy is vibrant and diverse. The CCPR is known throughout the United States and internationally as an opportunity center for highly skilled talent. It is also on the short list as a good place to do business. Metro Denver is ranked as the No. 1 best place for business and careers by Forbes, and the No. 2 best place to live by US News. Colorado is the second most highly educated state, behind Massachusetts, and moreover, Business insider ranks Colorado the No. 3 best economy. Here are tables for each of the local workforce areas. The reader will note some substantive differences between each of the seven workforce development areas that make up the CCPR.

#### Arapahoe/Douglas

	Top Industries by Employment Concentration, Arapahoe/Douglas								
NAICS	Description	2020 Jobs	2020 Location Quotient	2019 Payrolled Business Locations					
517	Telecommunications	11,586	5.04	162					
515	Broadcasting (except Internet)	3,396	3.89	31					
525	Funds, Trusts, and Other Financial Vehicles	201	3.89	29					
518	Data Processing, Hosting, and Related Services	4,295	3.81	253					
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	10,257	3.11	781					
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	175	2.39	23					
524	Insurance Carriers and Related Activities	17,088	1.86	1,082					
522	Credit Intermediation and Related Activities	15,329	1.82	763					
551	Management of Companies and Enterprises	12,702	1.66	746					
541	Professional, Scientific, and Technical Services	55,819	1.59	7,472					
-	AL - OCEW Non-OCEW & Self-Employed Class of Worker	55,619	1.59	7,47					

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

The two-county Arapahoe/Douglas workforce area makes up the southeastern part of greater metro Denver. Like Adams County, Arapahoe County extends into the eastern plains along the I-70 corridor. Its urban area is located in the county's western one third. Municipalities in the urban portion of Arapahoe County include Centennial, Greenwood Village, Englewood, Littleton, Sheridan, and Aurora.

Arapahoe and Douglas counties are a national hub for telecommunications and broadcasting, as well as financial services. Centennial Airport is the second busiest general aviation airport in the United States, with over 900 landings and takeoffs per day. Because of this, 746 companies have located national or regional headquarters in the City of Centennial. The county is also a regional hub for professional, scientific and technical services, which include law and accounting firms, tax preparation services, architectural and engineering services, consultancies, and marketing and advertising companies.



#### **Existing Occupations**

This table shows occupation families adding the most jobs, as well as providing an annual growth rate to show which have grown the fastest.

In addition, the location quotient for each family is provided. Note that LQ can be calculated for any industry or any occupation.

	Occupational Families Adding the Most Jobs, Colorado Central Planning Region, 2010-2019								
				2010 -	Annual	2019			
SOC	Description	2010 Jobs	2019 Jobs	2019	Growth	Location			
				Change	Rate	Quotient			
13	Business and Financial Operations	135,052	188,780	53,728	3.8%	1.48			
35	Food Preparation and Serving Related	155,914	203,823	47,909	3.0%	1.01			
15	Computer and Mathematical	77,636	118,720	41,084	4.8%	1.69			
41	Sales and Related	221,532	261,109	39,577	1.8%	1.09			
53	Transportation and Material Moving	100,671	135,893	35,222	3.4%	0.82			
11	Management	90,498	122,723	32,225	3.4%	0.89			
47	Construction and Extraction	91,082	122,690	31,608	3.4%	1.08			
29	Healthcare Practitioners and Technical	93,704	125,248	31,544	3.3%	0.93			
39	Personal Care and Service	70,277	100,579	30,302	4.1%	0.94			
43	Office and Administrative Support	298,697	319,939	21,242	0.8%	0.93			
25	Education, Training, and Library	108,841	126,905	18,064	1.7%	0.93			
49	Installation, Maintenance, and Repair	72,155	86,877	14,722	2.1%	0.92			
51	Production	70,966	82 <i>,</i> 351	11,385	1.7%	0.59			
31	Healthcare Support	46,820	57,103	10,283	2.2%	0.88			
27	Arts, Design, Entertainment, Sports, and Media	42,312	52,475	10,163	2.4%	1.20			
17	Architecture and Engineering	49,784	59 <i>,</i> 554	9,770	2.0%	1.47			
21	Community and Social Service	31,178	39,819	8,641	2.8%	0.98			
33	Protective Service	40,316	48,218	7,902	2.0%	0.90			
37	Building and Grounds Cleaning and Maintenance	72,981	79,656	6,675	1.0%	0.91			
19	Life, Physical, and Social Science	22,962	28,941	5,979	2.6%	1.48			
23	Legal	19,077	23,022	3,945	2.1%	1.15			
45	Farming, Fishing, and Forestry	4,382	7,491	3,109	6.1%	0.42			
55	Military-only	26,828	24,803	(2,025)	-0.9%	1.79			
	Totals	1,943,668	2,416,721	473,053	2.4%				

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

For occupations, LQ is a measure of employment concentration in those occupational areas relative to the national average. So, for the military occupation location quotient of 1.79, we would read, "Military occupations in the CCPR are 1.79 times more concentrated than the national average.

Note that besides military occupations, significant concentrations include business and financial (1.48), computer and mathematical (1.69), architecture and engineering (1.47), and life, physical and social science (1.48).

The previous occupational family concentrations are shown by workforce area in the table immediately below.

Top Five Concentrated Occupational Families by Workforce Area, 2010-2019						
				2010 -	Annual	2019
Workforce Area	Description	2010 Jobs	2019 Jobs	2019	Growth	Location
				Change	Rate	Quotient
	Construction and Extraction	13,174	20,297	7,123	4.9%	1.77
	Transportation and Material Moving	17,864	27,170	9,306	4.8%	1.61
Adams County	Installation, Maintenance, and Repair	7,811	11,450	3,639	4.3%	1.20
	Healthcare Practitioners and Technical	8,274	15,255	6,981	7.0%	1.12
	Life, Physical, and Social Science	956	2,185	1,229	9.6%	1.10
	Computer and Mathematical	18,374	30,064	11,690	5.6%	2.01
	Business and Financial Operations	31,310	45,287	13,977	4.2%	1.67
Arapahoe/Douglas	Architecture and Engineering	10,843	12,477	1,634	1.6%	1.44
	Sales and Related	55,607	66,598	10,991	2.0%	1.31
	Arts, Design, Entertainment, Sports, and Media	8,860	10,806	1,946	2.2%	1.16
	Life, Physical, and Social Science	5,026	6,483	1,457	2.9%	3.79
	Computer and Mathematical	10,765	15,293	4,528	4.0%	2.49
Boulder	Architecture and Engineering	7,006	8,603	1,597	2.3%	2.42
	Arts, Design, Entertainment, Sports, and Media	5,026	6,096	1,070	2.2%	1.59
	Business and Financial Operations	12,233	16,531	4,298	3.4%	1.48
	Computer and Mathematical Occupations	2,980	4,913	1,933	5.7%	3.76
	Architecture and Engineering Occupations	1,035	1,226	191	1.9%	1.88
Broomfield	Business and Financial Operations Occupations	2,684	4,429	1,745	5.7%	1.72
	Sales and Related Occupations	5,327	6,014	687	1.4%	1.56
	Life, Physical, and Social Science Occupations	376	390	14	0.4%	1.39
	Legal	8,257	9,832	1,575	2.0%	2.08
	Business and Financial Operations	37,257	53,358	16,101	4.1%	1.77
Denver	Computer and Mathematical	17,346	29,270	11,924	6.0%	1.76
	Arts, Design, Entertainment, Sports, and Media	10,973	13,944	2,971	2.7%	1.35
	Architecture and Engineering	10,031	12,525	2,494	2.5%	1.30
	Architecture and Engineering	7,318	8,878	1,560	2.2%	1.89
	Life, Physical, and Social Science	3,227	3,669	442	1.4%	1.62
Jefferson (Tri-County)	Computer and Mathematical	8,689	12,051	3,362	3.7%	1.48
	Business and Financial Operations	17,463	21,564	4,101	2.4%	1.46
	Construction and Extraction	13,026	16,442	3,416	2.6%	1.25
	Life, Physical, and Social Science	2,863	4,030	1,167	3.9%	2.64
	Architecture and Engineering	4,305	5,374	1,069	2.5%	1.70
Larimer	Construction and Extraction	8,093	10,978	2,885	3.4%	1.24
	Food Preparation and Serving Related	13,835	18,404	4,569	3.2%	1.17
	Arts, Design, Entertainment, Sports, and Media	3,038	3,822	784	2.6%	1.12
	Military-only	20,788	18,765	(2,023)	-1.1%	9.02
	Computer and Mathematical	12,859	16,335	3,476	2.7%	1.54
Pikes Peak	Community and Social Service	7,057	8,972	1,915	2.7%	1.47
	Business and Financial Operations	18,967	23,810	4,843	2.6%	1.24
	Arts, Design, Entertainment, Sports, and Media	6,788	7,688	900	1.4%	1.17

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

#### **Existing and Emergent In-Demand Occupations**

An effective way to look at emerging in-demand occupations is to use the increase in average hires. The tables below show the highest increases in hires by educational attainment level. For example, the first table in the series, immediately below, shows the ten occupations requiring no formal educational credential that had the greatest increase in hires. On the first row, the reader sees that in 2019, employers in the CCPR hired 35,773 more combined food preparation and serving workers than they did in 2010.

These tables reflect pre-pandemic trends. Data on average monthly hires is not yet available for March and April, and as the economy begins to recover, it is likely occupations with the most robust hiring may change.

Occupations With Greatest Increase in Hires by Educational Attainment Level, Colorado Central Planning Region								
SOC	No Formal Educational Credential	2010 Hires	2019 Hires	Increase in Hires	Median Hourly Earnings			
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	42,230	78,003	35,773	\$11.43			
35-3031	Waiters and Waitresses	39,165	62,789	23,624	\$10.21			
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	16,282	38,815	22,533	\$14.50			
41-2031	Retail Salespersons	47,328	69,830	22,502	\$12.15			
41-2011	Cashiers	34,609	52,793	18,184	\$11.58			
35-2014	Cooks, Restaurant	17,501	32,446	14,945	\$13.78			
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	9,137	16,781	7,645	\$11.29			
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	26,073	33,013	6,940	\$13.01			
37-3011	Landscaping and Groundskeeping Workers	14,296	20,146	5 <i>,</i> 850	\$15.13			
47-2061	Construction Laborers	10,221	15,535	5,314	\$16.71			

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

Combined Food Preparation and Serving Workers experienced the highest emergent demand in the region for occupations requiring no formal educational credential.

Occupations With Greatest Increase in Hires by Educational Attainment Level, Colorado Central Planning Region							
SOC	High School or Equivalent	2010 Hires	2019 Hires	Increase in Hires	Median Hourly Earnings		
39-9021	Personal Care Aides	11,812	24,045	12,233	\$11.98		
43-4051	Customer Service Representatives	23,220	35,273	12,053	\$16.73		
43-5081	Stock Clerks and Order Fillers	15,190	26,185	10,995	\$13.94		
41-3099	Sales Representatives, Services, All Other	14,210	23,639	9,429	\$28.36		
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	10,067	17,713	7,647	\$17.93		
53-3033	Light Truck or Delivery Services Drivers	6,901	13,021	6,119	\$16.76		
43-9061	Office Clerks, General	24,578	29,868	5,291	\$18.80		
47-2111	Electricians	5,458	10,518	5,061	\$25.90		
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	5,551	10,166	4,614	\$32.58		
43-4171	Receptionists and Information Clerks	9,865	14,374	4,509	\$15.40		
Source: EMS	OCEW Non-OCEW & Self-Employed Class of Worker						

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

Occupations With Greatest Increase in Hires by Educational Attainment Level, Colorado Central Planning Region						
Vocational Certificate or Some College	2010 Hires	2019 Hires	Increase in Hires	Median Hourly Earnings		
eavy and Tractor-Trailer Truck Drivers	9,518	15,329	5,811	\$22.72		
ursing Assistants	8,407	12,690	4,284	\$15.73		
ookkeeping, Accounting, and Auditing Clerks	13,281	16,713	3,432	\$20.45		
assage Therapists	1,839	4,713	2,874	\$21.21		
edical Assistants	4,071	6,498	2,427	\$17.44		
airdressers, Hairstylists, and Cosmetologists	4,676	6,906	2,230	\$13.53		
ental Assistants	3,087	5,103	2,017	\$19.58		
utomotive Service Technicians and Mechanics	4,850	6,355	1,505	\$21.81		
eating, Air Conditioning, and Refrigeration Mechanics and Installers	2,248	3,581	1,333	\$25.13		
censed Practical and Licensed Vocational Nurses	1,960	2,719	759	\$25.42		
	Vocational Certificate or Some College avy and Tractor-Trailer Truck Drivers rsing Assistants okkeeping, Accounting, and Auditing Clerks ssage Therapists dical Assistants rdressers, Hairstylists, and Cosmetologists ntal Assistants comotive Service Technicians and Mechanics ating, Air Conditioning, and Refrigeration Mechanics and Installers	Vocational Certificate or Some College2010 Hiresavy and Tractor-Trailer Truck Drivers9,518rsing Assistants8,407okkeeping, Accounting, and Auditing Clerks13,281ssage Therapists1,839dical Assistants4,071rdressers, Hairstylists, and Cosmetologists4,676ntal Assistants3,087comotive Service Technicians and Mechanics4,850ating, Air Conditioning, and Refrigeration Mechanics and Installers2,248ensed Practical and Licensed Vocational Nurses1,960	Vocational Certificate or Some College2010 Hires2019 Hiresavy and Tractor-Trailer Truck Drivers9,51815,329rsing Assistants8,40712,690okkeeping, Accounting, and Auditing Clerks13,28116,713ssage Therapists1,8394,713dical Assistants4,0716,498rdressers, Hairstylists, and Cosmetologists4,6766,906ntal Assistants3,0875,103comotive Service Technicians and Mechanics4,8506,355ating, Air Conditioning, and Refrigeration Mechanics and Installers2,2483,581ensed Practical and Licensed Vocational Nurses1,9602,719	Vocational Certificate or Some College2010 Hires2019 HiresIncrease in Hiresavy and Tractor-Trailer Truck Drivers9,51815,3295,811rsing Assistants8,40712,6904,284okkeeping, Accounting, and Auditing Clerks13,28116,7133,432ssage Therapists1,8394,7132,874dical Assistants4,0716,4982,427rdressers, Hairstylists, and Cosmetologists4,6766,9062,230ntal Assistants3,0875,1032,017comotive Service Technicians and Mechanics4,8506,3551,505ating, Air Conditioning, and Refrigeration Mechanics and Installers2,2483,5811,333ensed Practical and Licensed Vocational Nurses1,9602,719759		

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

Occupations With Greatest Increase in Hires by Educational Attainment Level, Colorado Central Planning Region							
soc	Associates Degree	2010 Hires	2010 Hiroc	Increase	Median		
300	Associates Degree	2010 Hires	2019 11165	in Hires	Hourly		
25-2011	Preschool Teachers, Except Special Education	3,955	5,280	1,325	\$14.38		
29-2056	Veterinary Technologists and Technicians	1,275	2,460	1,185	\$17.63		
23-2011	Paralegals and Legal Assistants	1,991	2,854	863	\$27.80		
31-2021	Physical Therapist Assistants	601	1,271	670	\$27.28		
29-2021	Dental Hygienists	1,242	1,765	523	\$42.01		
31-2011	Occupational Therapy Assistants	272	600	328	\$28.05		
49-9062	Medical Equipment Repairers	307	465	158	\$27.59		
17-3011	Architectural and Civil Drafters	980	1,137	157	\$27.59		
17-3029	Engineering Technicians, Except Drafters, All Other	596	699	103	\$30.57		
29-2032	Diagnostic Medical Sonographers	186	267	81	\$40.87		
Cource: EMA	COCEW, Non OCEW & Solf Employed Class of Worker			,			

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

Occupations With Greatest Increase in Hires by Educational Attainment Level, Colorado Central Planning Region							
SOC	Bachelors Degree	2010 Hires	2019 Hires	Increase	Median		
				in Hires	Hourly		
13-2011	Accountants and Auditors	11,940	18,162	6,222	\$35.68		
13-1199	Business Operations Specialists, All Other	15,084	20,239	5,156	\$36.53		
15-1132	Software Developers, Applications	6,897	11,574	4,678	\$50.47		
13-1161	Market Research Analysts and Marketing Specialists	6,332	10,642	4,310	\$32.10		
11-1021	General and Operations Managers	14,812	18,742	3 <i>,</i> 930	\$54.30		
13-1071	Human Resources Specialists	5,572	8,913	3,341	\$31.45		
15-1199	Computer Occupations, All Other	3,183	6,286	3,102	\$48.00		
29-1141	Registered Nurses	8,791	11,418	2,627	\$35.48		
13-1111	Management Analysts	3,883	5,844	1,961	\$42.39		
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	1,807	3,412	1,605	\$21.94		

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

Occupations With Greatest Increase in Hires by Educational Attainment Level, Colorado Central Planning Region						
SOC	Masters	2010 Hires	2019 Hires	Increase in Hires	Median Hourly Earnings	
29-1171	Nurse Practitioners	311	820	509	\$51.43	
21-1022	Healthcare Social Workers	987	1,436	449	\$24.27	
29-1071	Physician Assistants	678	932	253	\$49.53	
21-1013	Marriage and Family Therapists	274	506	232	\$31.73	
21-1023	Mental Health and Substance Abuse Social Workers	650	842	192	\$22.35	
15-2041	Statisticians	293	475	182	\$40.09	
29-1122	Occupational Therapists	839	997	159	\$41.46	
21-1015	Rehabilitation Counselors	784	866	82	\$20.63	
11-9033	Education Administrators, Postsecondary	537	593	56	\$44.08	
29-1151	Nurse Anesthetists	83	136	53	\$83.95	

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

Occupations With Greatest Increase in Hires by Educational Attainment Level, Colorado Central Planning Region							
SOC	Doctoral or Professional	2010 Hires	2019 Hires	Increase in Hires	Median Hourly Earnings		
29-1123	Physical Therapists	1,073	1,364	291	\$38.57		
25-1099	Postsecondary Teachers	8,313	8,513	200	\$30.57		
29-1051	Pharmacists	991	1,094	103	\$61.15		
29-1131	Veterinarians	495	586	91	\$45.00		
29-1021	Dentists, General	359	419	60	\$66.29		
29-1081	Podiatrists	44	100	56	\$53.73		
19-1042	Medical Scientists, Except Epidemiologists	517	556	39	\$28.05		
29-1069	Physicians and Surgeons, All Other	466	495	29	\$103.21		
19-3031	Clinical, Counseling, and School Psychologists	810	837	27	\$40.45		
29-1181	Audiologists	71	93	22	\$40.88		

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



#### **Highest Occupational Demand in Local Areas**

Top Five Occupations by Increase in Hires by Workforce Area, 2010-2019						
Workforce Area	Description	2010 Hires	2019 Hires	Increase in Hires	Annual Growth Rate	2019 Location Quotien
	Laborers and Material Movers, Hand	4,008	13,697	9,688	14.6%	1.
	Fast Food and Counter Workers	4,341	9,303	4,963	8.8%	0.
Adams County	Driver/Sales Workers and Truck Drivers	5,317	9,630	4,313	6.8%	2.
	Retail Salespersons	3,577	6,757	3,180	7.3%	0.
	Building Cleaning Workers	2,944	5,741	2,797	7.7%	0.
	Fast Food and Counter Workers	10,480	18,514	8,033	6.5%	0.
	Retail Salespersons	11,981	17,713	5,731	4.4%	1.
Arapahoe/Douglas	Laborers and Material Movers, Hand	4,820	9,638	4,818	8.0%	0.
	Waiters and Waitresses	7,827	12,183	4,356	5.0%	0.
	Personal Care Aides	2,609	6,872	4,264	11.4%	0.
	Fast Food and Counter Workers	4,560	7,389	2,830	5.5%	0.
	Waiters and Waitresses	3,770	5,455	1,685	4.2%	1.
Boulder	Retail Salespersons	3,403	4,816	1,413	3.9%	0.
	Cooks	2,912	4,279	1,366	4.4%	1.
	Cashiers	2,854	3,814	960	3.3%	0.
	Food Preparation and Serving Related Occupations	2,863	4,449	1,586	5.0%	0.
	Business and Financial Operations Occupations	1,142	2,284	1,141	8.0%	1
Broomfield	Office and Administrative Support Occupations	2,770	3,723	953	3.3%	0.
	Sales and Related Occupations	4,080	5,027	946	2.3%	1.
	Personal Care and Service Occupations	717	1,656	939	9.8%	0
	Fast Food and Counter Workers	9,831	17,792	7,961	6.8%	0
	Waiters and Waitresses	9,530	17,262	7,732	6.8%	1
Denver	Laborers and Material Movers, Hand	8,181	14,979	6,798	7.0%	0
	Cooks	6,556	11,716	5,159	6.7%	1
	Retail Salespersons	7,330	11,315	3,985	4.9%	0
	Fast Food and Counter Workers	6,198	10,670	4,471	6.2%	0
	Waiters and Waitresses	5,252	8,073	2,821	4.9%	1
efferson (Tri-County)	Retail Salespersons	7,064	9,755	2,691	3.7%	1
	Laborers and Material Movers, Hand	2,422	4,474	2,053	7.1%	0
	Cashiers	5,460	7,474	2,014	3.5%	0
	Fast Food and Counter Workers	4,505	8,395	3,890	7.2%	1.
	Laborers and Material Movers, Hand	2,138	4,171	2,033	7.7%	0
Larimer	Waiters and Waitresses	3,669	5,571	1,902	4.7%	1
	Retail Salespersons	4,681	6,578	1,897	3.9%	1.
	Cashiers	3,067	4,836	1,768	5.2%	0.
	Fast Food and Counter Workers	7,071	12,320	5,248	6.4%	0
	Retail Salespersons	7,345	10,822	3,478	4.4%	1
Pikes Peak	Waiters and Waitresses	5,801	8,742	2,942	4.7%	1
	Customer Service Representatives	5,045	7,713	2,667	4.8%	1.
	oustonier service representatives	5,045	1,113	2,007	7.070	1.

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

This table shows the five occupations with the greatest increase in employment in each local area. The next table shows the five occupations requiring any postsecondary training with the largest increase in hires for each local area.

When both tables are considered, it is clear that demand is increasing most for semi-skilled occupations in terms of gross count, but is also increasing with skilled occupations that serve in primary industries.

As recovery from the COVID-19 pandemic progresses, it is likely demand will shift either for or against some of the occupations in these tables. As this happens, the workforce areas will work with regional employers to ensure federal funds are targeted to the most critical occupations through traditional classroom training, work-based learning or registered apprenticeship strategies, as well as the unique occupational needs within each of the workforce areas.

Top Five Most C	oncentrated Occupations Requiring Any Postsecondery Training by Larges	t Increase in H	lires by Work	force Area, 2	010-2019	
Workforce Area	Description	2010 Hires	2019 Hires	Increase in Hires	Annual Growth Rate	2019 Location Quotient
	Heavy and Tractor-Trailer Truck Drivers	2,932	4,779	1,848	5.6%	2.37
	Postsecondary Teachers	323	1,406	1,083	17.8%	0.48
Adams County	Business Operations Specialists, All Other	992	1,959	967	7.9%	1.70
	Registered Nurses	728	1,556	827	8.8%	1.13
	Accountants and Auditors	792	1,514	722	7.5%	1.29
	Accountants and Auditors	2,379	3,712	1,333	5.1%	1.69
	Business Operations Specialists, All Other	3,119	4,356	1,237	3.8%	2.27
Arapahoe/Douglas	Nursing Assistants	1,391	2,592	1,201	7.2%	0.68
	Software Developers, Applications	1,715	2,848	1,133	5.8%	2.39
	Heavy and Tractor-Trailer Truck Drivers	1,256	2,257	1,001	6.7%	0.41
	Software Developers, Applications	1,247	1,762	515	3.9%	5.41
	Accountants and Auditors	1,050	1,562	513	4.5%	1.78
Boulder	Business Operations Specialists, All Other	1,117	1,610	492	4.1%	2.40
	Market Research Analysts and Marketing Specialists	736	1,202	466	5.6%	2.80
	Computer Occupations, All Other	229	658	429	12.4%	3.29
	Software Developers, Applications	155	460	305	12.8%	5.70
	Business Operations Specialists, All Other	237	487	251	8.4%	2.84
Broomfield	Accountants and Auditors	197	402	205	8.3%	1.79
	Market Research Analysts and Marketing Specialists	144	346	202	10.2%	2.87
	Heavy and Tractor-Trailer Truck Drivers	68	230	162	14.4%	0.28
	Accountants and Auditors	3,661	5,818	2,157	5.3%	1.93
	Business Operations Specialists, All Other	3,968	5,928	1,960	4.6%	2.89
Denver	Software Developers, Applications	1,571	3,136	1,565	8.0%	1.83
	Market Research Analysts and Marketing Specialists	1,681	3,079	1,398	7.0%	1.92
	General and Operations Managers	3,291	4,661	1,370	3.9%	1.01
	Accountants and Auditors	1,609	2,314	705	4.1%	1.56
	Nursing Assistants	1,064	1,658	594	5.1%	0.82
Jefferson (Tri-County)	Heavy and Tractor-Trailer Truck Drivers	703	1,102	399	5.1%	0.44
	Market Research Analysts and Marketing Specialists	779	1,143	363	4.3%	1.67
	Software Developers, Applications	741	1,101	360	4.5%	1.87
	Heavy and Tractor-Trailer Truck Drivers	716	1,185	469	5.8%	0.54
	Postsecondary Teachers	662	1,024	362	5.0%	1.55
Larimer	Nursing Assistants	877	1,216	338	3.7%	1.04
	Business Operations Specialists, All Other	869	1,118	249	2.8%	1.65
	Automotive Service Technicians and Mechanics	390	620	231	5.3%	1.02
	Nursing Assistants	1,852	2,809	957	4.7%	0.93
	Heavy and Tractor-Trailer Truck Drivers	1,422	2,118	695	4.5%	0.52
Pikes Peak	Software Developers, Applications	840	1,375	535	5.6%	2.13
	Market Research Analysts and Marketing Specialists	551	987	436	6.7%	1.05
	Accountants and Auditors	1,550	1,968	418	2.7%	1.16

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

# 2. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, as well as for each area included in this planning region, including employment needs in in-demand industry sectors and occupations.

As the COVID-19 pandemic has progressed, we have seen some situational changes in demand industry sectors. Generally, the critical skills that have emerged over the past two months have been related to the remote working technology, and those skills critical to keeping infrastructure open, including more nurses, drivers, software developers, cybersecurity staff and telemarketers. The tables immediately below, courtesy of EMSI (Economic Modeling Specialists, Inc.), show occupations with the most postings, occupations with the most growth in postings, and skills with the highest growing demand.

Jobs With Most Unique Postings, Last 30 Days, Metro Denver							
SOC	Occupation	Postings	Percent Change from Prior 30 Days				
15-1132	Software Developers, Applications	5,596	(3.4%)				
29-1141	Registered Nurses	4,347	(15.5%)				
53-3032	Heavy and Tractor-Trailer Truck Drivers	4,078	(7.4%)				
15-1199	Computer Occupations, All Other	3,320	(9.0%)				
41-2031	Retail Salespersons	3,014	(0.7%)				
43-5081	Stock Clerks and Order Fillers	2,879	45.3%				
43-4051	Customer Service Representatives	2,824	0.3%				
41-1011	First-Line Supervisors of Retail Sales Workers	2,614	0.4%				
Nov-21	Marketing Managers	2,514	(7.5%)				
15-1142	Network and Computer Systems Administrators	2,323	(0.7%)				
Source: EN	Source: EMSI Job Posting Analytics						

Note that the two-county Arapahoe/Douglas area makes up the southeast portion of greater metro Denver, and due to commute patterns, the residents in the twocounty area work throughout that area. Therefore, it is more relevant to present job posting data for greater metro Denver than it is for only Arapahoe and Douglas counties. The thirty-day period in this and subsequent tables ended May 28, 2020 with the 'Prior 30 Days' period ending April 28, 2020.

When the pandemic struck and mass layoffs began because of the 'stayat-home' order, certain skills were in high demand. These at first had to do with information technology, particularly individuals who had skills in creating or improving virtual meeting capabilities, broadband employees, drivers, and order pullers. This table shows changes as people are gradually returning to work.

Skills Posted by Percent Increase, Last 30 Days, Metro Denver					
Skill or Qualification	Unique Postings				
Development Aid	328	32.3%			
Artisan	404	27.8%			
Brakes	373	27.7%			
Sorting	995	25.5%			
Drywall (Installation And Repair)	384	24.7%			
Certified Plant Engineer	356	23.6%			
Results Focused	417	20.2%			
Insurance Sales	309	19.3%			
Employee Assistance Programs	325	17.3%			
Carpentry	1,019	17.1%			
Source: EMSL Job Posting Analytics					





Unique Job Postings Last 30 Days by Industry, Metro Denver							
Industry Sector (2-Digit)	Unique Postings	Percent Change from Prior 30 Days					
Administrative and Support and Waste Management and Remediation Services	20,735	(9.2%)					
Professional, Scientific, and Technical Services	16,781	(9.0%)					
Unclassified Industry	15,070	(7.2%)					
Retail Trade	14,276	1.3%					
Health Care and Social Assistance	12,539	(12.4%)					
Educational Services	10,719	127.0%					
Information	8,904	(4.7%)					
Manufacturing	7,656	(9.3%)					
Accommodation and Food Services	6,988	(4.8%)					
Finance and Insurance	5,675	(9.4%)					
Transportation and Warehousing	4,087	(8.2%)					
Construction	3,938	(0.5%)					
Other Services (except Public Administration)	3,233	4.0%					
Real Estate and Rental and Leasing	3,097	0.1%					
Public Administration	2,838	(5.5%)					
Wholesale Trade	2,156	(9.2%)					
Utilities	1,057	80.4%					
Arts, Entertainment, and Recreation	758	(12.3%)					
Mining, Quarrying, and Oil and Gas Extraction	392	(11.5%)					
Agriculture, Forestry, Fishing and Hunting	355	14.9%					
Management of Companies and Enterprises	184	(17.5%)					
Source: EMSI Job Posting Analytics							

This table shows the industry sectors with the highest number of job postings over the thirty-day period ending May 28, 2020 with the prior thirty-day period ending April 28, 2020.

The rate of postings has grown in several industries, such as educational services, because schools are gearing up for the 2020-2021 academic year.

Utilities have also increased their rate of job postings, particularly for plant operators. This is primarily due to retirements of skilled baby boomers.

Retail and Other Services have also increased postings as shops and other storefront businesses gradually open.

This table tells the same story. Schools at both K-12 and postsecondary levels are hiring for the next academic year.

Telecommunication and cable broadcasting firms are hiring.

As people return to work, non-COVIDrelated healthcare personnel are being called back. Aerospace hiring is also up from the prior thirty days.

Information technology companies continue to hire strongly and the metro area's power utility XCEL Energy has over doubled its new job postings.

Top Companies Posting, Last 30 Days, Metro Denver							
Company	Unique Postings	Change over Last 30-Day Period					
Colorado School of Mines	6,595	5536.8%					
Charter Communications, Inc.	1,343	37.0%					
Oracle Corporation	1,245	(25.0%)					
Amazon.com, Inc.	1,207	66.0%					
Robert Half International Inc.	1,160	(19.2%)					
Spectrum Reporting LLC	1,051	10.2%					
Centurylink, Inc.	1,012	6.3%					
Centura Health	858	(23.3%)					
Lockheed Martin Corporation	835	1.0%					
The Home Depot	793	31.7%					
Growing People and Companies	675	33.1%					
Twilio Inc.	653	1.4%					
XCEL Energy Inc.	646	124.3%					
University of Colorado	639	(29.3%)					
Soliant Health, Inc	578	(26.5%)					
Aerotek, Inc.	563	0.7%					
Dish Network L.L.C.	546	(1.1%)					
Adams 12 Five Star Schools	526	(0.9%)					
Scl Health - Front Range, Inc.	518	(3.5%)					
Davita Inc.	507	(11.2%)					
Source: EMSI Job Posting Analytics							

Cautious employers also seem to be using recruiting agencies such as Robert Half and Growing People and Companies.

There are many caveats at this early point in pandemic recovery. First, it may be expected, at least over the rest of this year, that occupations dependent on discretionary income may suffer. People who are unemployed or underemployed are likely to only spend on basic needs and defer discretionary expenditures. People who are working may choose to save their money until they are more confident in the recovery. High labor supply may cause wage levels and benefits to drop.

At the same time, positions that support technology, manufacturing, utilities, financial services, information and professional, scientific and technical services will likely continue to be stable or grow. We may also see parts of the retail industry to continue growing, such as supermarkets, big-box stores, online merchants and hardware/garden centers.

In addition, many issues are affecting the return to work – available childcare, the reopening of public schools, and in some cases the business(es) may have shutdown entirely. According to the US Chamber of Commerce, as of April 3, 2020, over 26% of small businesses had closed down in response to the pandemic. At the date of this writing (May 18, 2020) the Los Angeles Times and Forbes are both reporting that 50% of small businesses may fail as a result of lower demand. Note, that while the expected failure rate of new businesses over a five-year period is around 50%, many of the small businesses that may fail as a result of the pandemic are not new businesses.

#### The section below was written prior to the pandemic, and the tables were run in January 2020.

This section will use real time labor market data to explore a variety of employment needs in the CCPR and in each local workforce area. It will begin by showing the educational attainment and experience levels currently required by employers.

It will then use projected annual openings and 2018 training completions (graduation) data to show the top shortfalls in the training pipeline by educational attainment level for the CCPR. *Data is not included here for local areas because it is not meaningful.* Colorado's state university and community college system regularly produces graduates that migrate throughout the eleven counties in the CCPR. For example, someone who graduated from CU Boulder in computer sciences can well end up working for a cybersecurity company in Colorado Springs after graduation. A graduate from the nationally known doctoral program in physical therapy at CSU in Fort Collins, could absolutely end up working for Children's Hospital on the Anschutz Campus in greater metro Denver.

In other words, data is taken from job postings during the last calendar year (2019) that shows skills required. This is shown side-by-side with data from resumes posted online in places like LinkedIn and Monster that mention these particular skills. This is a valuable way of looking at the bench-strength of the labor market in the CCPR and in local areas for key skills.

#### **Experience and Educational Attainment Requirements**

In spite of the new approaches to training skilled workers, 39% of the job postings in the CCPR during 2019 required a bachelor's degree or above. This also holds true for the local workforce areas, which range between 28% (Larimer) to 46% (Boulder). In the Arapahoe/Douglas area, 40% of all jobs posted require a bachelor's degree or more.

Colorado Central Planning Region, Education Break	Colorado Central Planning Region, Education Breakdown of Job Postings							
Education Level	Unique Postings	% of Total						
Unspecified	600,047	53%						
High school or GED	186,489	17%						
Associate's degree	61,363	5%						
Bachelor's degree	333,474	30%						
Master's degree	83,521	7%						
Ph.D. or professional degree	23,174	2%						

Colorado Central Planning Region, Experience Breakdown of Job Postings							
Minimum Experience	Unique Postings	% of Total					
Unspecified	576,682	51%					
0 - 1 Years	211,527	19%					
2 - 3 Years	192,758	17%					
4 - 6 Years	104,137	9%					
7 - 9 Years	25,196	2%					
10+ Years	16,516	1%					

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

While Sector Partnerships and Work-Based Learning will be covered in other areas of this plan, it is appropriate here to mention several other examples. The Greater Metro Denver Healthcare (Sector) Partnership has developed, and is in the process of developing, several new registered apprenticeships in allied health occupations, such as for medical assistants and surgical technologists.

Lockheed Martin worked with Jefferson (Tri-County) Workforce Centers and economic development 10+ Years Source: EMSI QCEW, Non-QCEW & Self-Employed Class of Worker

Experience required is generally between 0 and 3 years (87% of postings not specifying experience or calling for 1 to 3 years' experience).

In the current labor market environment which is marked by full employment and increasingly acute labor shortages (to be explored further under Question 3 of this Plan), employers are increasingly questioning whether a successful candidate for a given occupation actually needs the traditional educational attainment that 'has always been required.'

Arapahoe & Douglas Counties, Education Breakd	own of Job Postin	gs
Education Level	Unique Postings	% of Total
Unspecified	135,481	50%
High school or GED	48,862	18%
Associate's degree	16,515	6%
Bachelor's degree	82,416	31%
Master's degree	18,765	7%
Ph.D. or professional degree	4,658	2%
Arapahoe & Douglas Counties, Experience Breako	lown of Job Postir	ngs
Minimum Experience	Unique Postings	% of Total
Unspecified	134,498	50%
0 - 1 Years	51,989	19%
2 - 3 Years	46,185	17%

25.626

5,951

4.090

10%

2%

2%

partners to create a registered apprenticeship for circuit assemblers who must perform their work under a microscope. Under the new Aerospace and Aviation Sector Partnership launched with the help of Arapahoe/Douglas Works! it is likely the region will see consortia of engineering and manufacturing companies serving the aerospace industry develop even more apprenticeships, particularly for middleskilled occupations such as engineering and manufacturing technicians or even industrial design technicians.

4 - 6 Years

7 - 9 Years

In addition, Xcel Energy offers a variety of apprenticeship opportunities, as well as the various construction trades, and companies in construction such as RK Mechanical. The number of participants in registered apprenticeships is expected to grow through two U.S. Department of Labor/Employment and Training Administration (DOL/ETA) apprenticeship grants that are currently in operation across Colorado, particularly in the CCPR where most existing apprenticeships in the state operate.

Two state-funded apprenticeship consultants are housed at Arapahoe/Douglas Works! They operate under the auspices of the Colorado Urban Workforce Alliance, and work with employers throughout the state who wish to set up registered apprenticeships but need help in completing the process to do so.

#### **Training Pipeline Shortfalls**

Pandemic update: The CCPR training pipeline will quite likely experience some significant changes. More coursework may be delivered virtually, and sector partnerships, as well as workforce developers, economic developers and industry associations will continue to switch to skill-based hiring and hybrid training that is conducted both in the classroom and on the worksite, at least in the longer term.

Tables in this section were done by subtracting the projected annual openings for each occupation from the number of program completions (graduations) for the latest year available. A table is provided showing the top ten training pipeline shortfalls by level of postsecondary attainment. As mentioned previously, data is only shown for the CCPR as a whole because of the free movement of graduates from Colorado's universities and colleges throughout the region.

	Top Training Pipeline Shortfalls by Educational Attainment Level in Industry, Colorado Central Planning Region								
SOC	Nondegree Postsecondary Certificate	Jobs	Annual Openings	Regional Com- pletions (2018)	Surplus/ (Shortfall)				
53-3032	Heavy and Tractor-Trailer Truck Drivers	19,643	2,692	0	(2,692)				
31-1014	Nursing Assistants	17,950	2,500	1,155	(1,345)				
39-5012	Hairdressers, Hairstylists, and Cosmetologists	12,073	1,799	1,065	(734)				
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	4,177	547	10	(537)				
31-9011	Massage Therapists	6,544	1,048	578	(470)				
31-9091	Dental Assistants	7,029	987	523	(464)				
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	5,533	717	299	(418)				
29-2061	Licensed Practical and Licensed Vocational Nurses	5,026	606	190	(416)				
25-4031	Library Technicians	2,192	359	0	(359)				
49-3011	Aircraft Mechanics and Service Technicians	3,352	338	94	(244)				
Source: IPEDS	Data Compiled by EMSI								

Source: IPEDS Data Compiled by EMSI

	Top Training Pipeline Shortfalls by Educational Attainment Level in Industry, Colorado Central Planning Region								
SOC	Associate's Degree	Jobs	Annual Openings	Regional Com- pletions (2018)	Surplus/ (Shortfall)				
23-2011	Paralegals and Legal Assistants	5,152	693	227	(466)				
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	2,098	262	0	(262)				
29-2021	Dental Hygienists	3,912	372	201	(171)				
19-4099	Life, Physical, and Social Science Technicians, All Other	1,295	180	13	(167)				
19-4031	Chemical Technicians	943	110	0	(110)				
49-9062	Medical Equipment Repairers	948	115	5	(110)				
17-3029	Engineering Technicians, Except Drafters, All Other	1,471	168	64	(104)				
17-3012	Electrical and Electronics Drafters	842	100	0	(100)				
31-2021	Physical Therapist Assistants	1,309	237	146	(91)				
53-2021	Air Traffic Controllers	795	82	0	(82)				

Source: IPEDS Data Compiled by EMSI

	Top Training Pipeline Shortfalls by Educational Attainment Level in Industry, Colorado Central Planning Region							
SOC	Bachelor's Degree	Jobs	Annual Openings	Regional Com- pletions (2018)	Surplus/ (Shortfall)			
13-1199	Business Operations Specialists, All Other	41,234	4,558	53	(4,505)			
13-2011	Accountants and Auditors	36,035	4,050	1,482	(2,568)			
13-1161	Market Research Analysts and Marketing Specialists	18,840	2,489	377	(2,112)			
25-2021	Elementary School Teachers, Except Special Education	20,294	1,917	549	(1,368)			
41-3031	Securities, Commodities, and Financial Services Sales Agents	11,482	1,293	18	(1,275)			
15-1132	Software Developers, Applications	32,228	3,320	2,255	(1,065)			
27-2022	Coaches and Scouts	6,702	1,162	200	(962)			
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	14,443	1,313	518	(795)			
13-1028	Buyers and Purchasing Agents	8,058	834	93	(741)			
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Pro	5,380	665	7	(658)			

Source: IPEDS Data Compiled by EMSI

	Top Training Pipeline Shortfalls by Educational Attainment Level in Industry, Colorado Central Planning Region								
SOC	Graduate Level or Professional Degree	Jobs	Annual Openings	Regional Com- pletions (2018)	Surplus/ (Shortfall)				
23-1011	Lawyers	14,515	960	606	(354)				
21-1012	Educational, Guidance, School, and Vocational Counselors	4,280	537	276	(261)				
21-1022	Healthcare Social Workers	2,730	361	152	(209)				
25-4021	Librarians	1,672	201	72	(129)				
29-1123	Physical Therapists	4,850	371	250	(121)				
29-1127	Speech-Language Pathologists	3,384	311	200	(111)				
29-1122	Occupational Therapists	2,901	257	150	(107)				
21-1023	Mental Health and Substance Abuse Social Workers	1,621	225	152	(73)				
29-1071	Physician Assistants	2,835	265	196	(69)				
21-1015	Rehabilitation Counselors	1,567	193	144	(49)				

Source: IPEDS Data Compiled by EMSI

As can be seen, shortfalls exist at all educational attainment levels, as do surpluses. In order to manage the training pipeline in a more business-relevant way, it is recommended that workforce development areas work through their business services teams to find the most critical shortfalls key sectors, and then mobilize business leaders in sector partnerships to work with postsecondary educators to address the needs. Many times it is appropriate for workforce development to act in a convening role to bring together training partners with business leaders in appropriate sectors.

For example, though labor force data suggested there was a substantial surplus of program completions of medical assistants hospital system leaders in the Greater Denver Healthcare Partnership said that the graduates of these programs were not qualified for the job in terms of what they were actually asking for. With the help of the workforce system in a convening role, a local community college was brought to the table, and worked with subject matter experts from the healthcare providers to change the curriculum so the school was producing graduates with the business-relevant skills necessary.

#### **Top Occupations and Certifications/Credentials Posted**

In this section, tables are provided that show the total number, total unique number, median duration, and top certifications/credentials sought for jobs listed in 2019. Notice three of the top ten jobs listed are computer related. Though the information technology (IT) sector is highly concentrated in Boulder, Denver and Arapahoe/Douglas workforce areas, it is worth noting that only 45% of professionals working in computer related occupations are in the IT sector per se, while 55% work in other industries.

Top Jobs Currently Listed, Colorado Central Planning Re	gion, January 2019	- December 2019		Top Credentials in Demand
	Total Postings	Unique Postings	Median	
Occupation	(Jan 2019 - Dec	(Jan 2019 - Dec	Posting	Colorado Central Planning Region, January - December
	2019)	2019)	Duration	
Heavy and Tractor-Trailer Truck Drivers	298,766	54,861	27 days	Commercial Driver's License (CDL)
Registered Nurses	308,524	43,565	29 days	Certified Nursing Assistant
Software Developers, Applications	232,268	42,528	35 days	Master Of Business Administration (MBA)
Computer Occupations, All Other	128,901	25,503	35 days	Licensed Practical Nurse
Retail Salespersons	135,599	23,749	41 days	Bachelor of Science in Nursing (BSN)
Customer Service Representatives	129,478	23,656	34 days	Project Management Professional Certification
irst-Line Supervisors of Retail Sales Workers	84,313	19,412	39 days	Certified Information Systems Security Professional
Marketing Managers	70,007	17,767	35 days	CompTIA Security+
First-Line Supervisors of Office and Administrative Support Workers	71,817	16,864	31 days	Associates Degree In Nursing
Network and Computer Systems Administrators	93,137	16,250	34 days	Nurse Practitioner
ource: EMSI Posting Analytics				

Top Jobs Currently Listed, Arapahoe & Douglas Counti		Top Credentials in Demand		
Occupation	Total Postings (Jan 2019 - Dec 2019)		Median Posting Duration	Top Credentials in Demand, Arapahoe & Douglas Counti January - December 2019
Registered Nurses	92,892	11,732	30 days	Commercial Driver's License (CDL)
Software Developers, Applications	65,269	11,091	32 days	Certified Nursing Assistant
Heavy and Tractor-Trailer Truck Drivers	48,611	9,640	29 days	Master Of Business Administration (MBA)
Retail Salespersons	36,299	6,897	40 days	Bachelor of Science in Nursing (BSN)
Computer Occupations, All Other	34,058	6,883	31 days	Licensed Practical Nurse
Customer Service Representatives	34,141	6,529	34 days	Project Management Professional Certification
First-Line Supervisors of Retail Sales Workers	22,625	5,450	38 days	Certified Information Systems Security Professional
Network and Computer Systems Administrators	30,384	4,586	33 days	Associates Degree In Nursing
First-Line Supervisors of Office and Administrative Support Workers	16,908	4,319	28 days	CompTIA Security+
Marketing Managers	16,412	3,946	30 days	Certified Public Accountant
Source: FMSI Posting Analytics	1			

ource: EMSI Posting Analytics

This data is available to workforce centers throughout Colorado, and will continue to be used as it evolves to target public funds to get the best return on investment in terms of employment and wage outcomes.

#### **Supply and Demand in Online Postings**

The tables below are useful because they present a more robust picture of the actual dynamics of a tight labor market. The next section, addressing question 3 of this Plan, will provide more information around full employment, unfilled jobs, demographic changes and the racial and ethnic makeup of the labor force in the CCPR and each of its seven workforce areas

At this point, it is important to make a couple of observations concerning these tables. First, there are 'hard,' or job-specific skills such as merchandising, software development and JAVA programming language, and there are common, or 'soft,' skills - things like written communication, basic Microsoft office, customer service and problem solving. The tables present both in terms of percent frequency in postings and in profiles (online resumes).

But the percentages can be misleading. It is best to look at the four columns with a numerator and denominator. Take as an example Agile Software Development, which is in the far-left column of the table immediately below. You would read it thus:

- Of 1,126,816 job postings in the region between January and December 2019, 43,657 (4%) required the candidate to know Agile Software Development.
- Of the 2,011,415 online profiles, 36,299 (3%) mention Agile as a skill.

Supply & Demand, Top Hard and Common (Soft) Skills, January - December 2019 Colorado Central Planning Region										
Top Hard Skills	Frequency in Postings	Postings with Skill / Total Postings (Jan 2019 - Dec 2019)	Frequency in Profiles	Profiles with Skill /		Frequency in Postings		Frequency in Profiles		
Selling Techniques	5%	56,771 / 1,126,816	4%	70,419 / 2,011,445	Management	24%	267,803 / 1,126,816	31%	619,200 / 2,011,445	
Accounting	5%	56,311 / 1,126,816	6%	112,873 / 2,011,445	Customer Service	20%	221,871 / 1,126,816	28%	572,138 / 2,011,445	
Auditing	5%	52,544 / 1,126,816	3%	62,544 / 2,011,445	Sales	19%	219,255 / 1,126,816	25%	494,498 / 2,011,445	
Merchandising	4%	50,318 / 1,126,816	3%	58,134 / 2,011,445	Communications	19%	211,230 / 1,126,816	1%	19,979 / 2,011,445	
Restaurant Operation	4%	46,233 / 1,126,816	3%	53,664 / 2,011,445	Leadership	15%	172,342 / 1,126,816	26%	516,765 / 2,011,445	
Agile Software Development	4%	43,657 / 1,126,816	2%	36,299 / 2,011,445	Operations	15%	166,162 / 1,126,816	11%	227,295 / 2,011,445	
Nursing	4%	40,946 / 1,126,816	2%	33,354 / 2,011,445	Problem Solving	10%	111,557 / 1,126,816	2%	34,315 / 2,011,445	
Customer Experience	3%	37,763 / 1,126,816	1%	21,174 / 2,011,445	Presentations	9%	102,001 / 1,126,816	4%	79,846 / 2,011,445	
Basic Life Support	3%	34,369 / 1,126,816	1%	22,542 / 2,011,445	Valid Driver's License	8%	90,613 / 1,126,816	0%	228 / 2,011,445	
Customer Relationship Management	3%	33,547 / 1,126,816	5%	105,906 / 2,011,445	Innovation	7%	83,077 / 1,126,816	0%	3,937 / 2,011,445	
Automation	3%	32,619 / 1,126,816	1%	23,976 / 2,011,445	Written Communication	7%	82,268 / 1,126,816	0%	8,475 / 2,011,445	
SQL (Programming Language)	3%	32,322 / 1,126,816	3%	62,125 / 2,011,445	Microsoft Excel	7%	81,063 / 1,126,816	17%	338,668 / 2,011,445	
Project Management	3%	31,957 / 1,126,816	7%	149,537 / 2,011,445	Research	7%	76,576 / 1,126,816	12%	251,072 / 2,011,445	
Cardiopulmonary Resuscitation (CPR)	3%	30,576 / 1,126,816	2%	47,818 / 2,011,445	Microsoft Office	6%	72,447 / 1,126,816	19%	374,580 / 2,011,445	
Customer Satisfaction	3%	30,549 / 1,126,816	5%	96,003 / 2,011,445	Coordinating	6%	72,160 / 1,126,816	3%	67,609 / 2,011,445	
Business Development	3%	30,214 / 1,126,816	6%	126,395 / 2,011,445	Troubleshooting (Problem Solving)	6%	63,769 / 1,126,816	3%	58,214 / 2,011,445	
Java (Programming Language)	3%	29,679 / 1,126,816	2%	46,217 / 2,011,445	Interpersonal Skills	5%	61,883 / 1,126,816	1%	16,382 / 2,011,445	
Software Development	3%	29,406 / 1,126,816	3%	50,666 / 2,011,445	Computer Literacy	5%	55,966 / 1,126,816	1%	29,538 / 2,011,445	
Strategic Planning	3%	28,868 / 1,126,816	10%	194,454 / 2,011,445	Teamwork	5%	52,816 / 1,126,816	3%	69,954 / 2,011,445	
Software Engineering	3%	28,679 / 1,126,816	2%	36,933 / 2,011,445	Verbal Communication Skills	4%	50,262 / 1,126,816	0%	9,016 / 2,011,445	
Source: EMSI Job Posting Analytics										

There are several conclusions we can make from the two pieces of information above:

- 1. The CCPR has a total labor force of 2.2 million, so we can infer that at least over 2.1 million people who are already working have resumes online, suggesting that they are quite willing to change jobs on the right terms.
- 2. The difference between the number of postings requiring the skill (43,657) and the number of online profiles with the skill (36,299), is more important that the percentages of postings and profiles. What we can see from this line is that there were more jobs requiring this skill than there were candidates who have it, a shortfall of 7,358 candidates. In terms of real-time labor market information, this is a real shortage suggesting that workforce developers in the region could work with employer groups who need this skill and postsecondary educators to offer this training to job candidates or even apprentices, should there be other skills also necessary but in short supply.

Supply & Demand, Top Hard and Common (Soft) Skills, January - December 2019											
Arapahoe & Douglas Counties											
Skill	Frequency in Postings	Postings with Skill / Total Postings (Jan 2019 - Dec 2019)	Frequency in Profiles	Profiles with Skill / Total Profiles (2018 2020)	Skill	Frequency in Postings	Postings with Skill / Total Postings (Jan 2019 - Dec 2019)	Frequency in Profiles	Profiles with Skill / Total Profiles (2018 2020)		
Merchandising	5%	14,363 / 268,339	3%	8,418 / 245,539	Management	25%	67,074 / 268,339	29%	71,604 / 245,539		
Accounting	5%	14,218 / 268,339	7%	16,580 / 245,539	Customer Service	22%	59,330 / 268,339	29%	70,874 / 245,539		
Selling Techniques	5%	13,483 / 268,339	4%	9,726 / 245,539	Communications	20%	52,702 / 268,339	1%	1,960 / 245,539		
Auditing	5%	13,435 / 268,339	4%	8,939 / 245,539	Sales	19%	51,959 / 268,339	26%	63,037 / 245,539		
Agile Software Development	5%	12,318 / 268,339	2%	3,936 / 245,539	Operations	16%	43,972 / 268,339	12%	29,827 / 245,539		
Restaurant Operation	5%	12,189 / 268,339	3%	6,968 / 245,539	Leadership	16%	42,598 / 268,339	22%	53,432 / 245,539		
Customer Experience	5%	12,132 / 268,339	1%	2,784 / 245,539	Problem Solving	11%	28,284 / 268,339	1%	3,607 / 245,539		
Nursing	4%	10,862 / 268,339	2%	4,589 / 245,539	Presentations	9%	24,622 / 268,339	4%	10,295 / 245,539		
Basic Life Support	3%	9,291 / 268,339	1%	2,811 / 245,539	Microsoft Excel	8%	21,984 / 268,339	16%	38,629 / 245,539		
SQL (Programming Language)	3%	8,968 / 268,339	3%	7,673 / 245,539	Written Communication	8%	21,184 / 268,339	1%	1,451 / 245,539		
Automation	3%	8,933 / 268,339	1%	3,127 / 245,539	Valid Driver's License	8%	21,022 / 268,339	0%	18 / 245,539		
Java (Programming Language)	3%	8,121 / 268,339	2%	5,435 / 245,539	Innovation	7%	19,567 / 268,339	0%	344 / 245,539		
Software Development	3%	7,958 / 268,339	2%	5,259 / 245,539	Coordinating	7%	19,334 / 268,339	4%	8,800 / 245,539		
Customer Satisfaction	3%	7,841 / 268,339	5%	13,053 / 245,539	Microsoft Office	7%	19,070 / 268,339	15%	35,906 / 245,539		
Project Management	3%	7,708 / 268,339	6%	15,640 / 245,539	Research	7%	18,663 / 268,339	9%	21,875 / 245,539		
Cardiopulmonary Resuscitation (CPR)	3%	7,685 / 268,339	2%	5,716 / 245,539	Troubleshooting (Problem Solving)	6%	16,601 / 268,339	3%	6,143 / 245,539		
Customer Relationship Management	3%	7,203 / 268,339	5%	13,058 / 245,539	Interpersonal Skills	6%	15,653 / 268,339	1%	2,858 / 245,539		
Python (Programming Language)	3%	7,193 / 268,339	1%	1,346 / 245,539	Computer Literacy	5%	13,719 / 268,339	2%	5,705 / 245,539		
Strategic Planning	3%	6,932 / 268,339	7%	16,762 / 245,539	Teamwork	5%	12,975 / 268,339	3%	6,955 / 245,539		
Software Engineering	3%	6,920 / 268,339	2%	3,957 / 245,539	Verbal Communication Skills	5%	12,111 / 268,339	1%	1,730 / 245,539		
Source: EMSI Job Posting Analytics			1								

This table shows the same skill supply and demand in the Arapahoe/Douglas area.

3. Provide an analysis of the workforce in the region, as well as for each area included in this planning region, 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 region, including individuals with barriers to employment and veterans;

For reasons cited above, we may expect the workforce recovery to be slow, as it was in the last recession, where jobs lost were not replaced fully until 2012, though the recession officially ended in July 2019. Right now, younger people have been most adversely affected. Millennials, who now make up 34% of the labor force, have lived through the 2008-2009 recession, and are now experiencing the current downturn. This may affect their spending and saving behavior.

Consumer confidence has taken two major blows in the last two decades, and this will likely leave a mark. Uncertainty among consumers and among businesses is projected to continue for some time into the post-pandemic recovery, and for those working, saving more and spending less will become the norm. This may drive efforts to increase solar and wind usage on a micro level, and lead to more home gardening and greater efforts at general preparedness.

Other concerns include workers in special populations, who may be more deeply affected for longer as a result of COVID-19.

- Mature workers, 55 years or older, traditionally have harder time reattaching to employment. As companies cut costs, they may cut more costly mature workers, and when this happens, the affected workers may not be able to find jobs at the same wage.
- Individuals with disabilities may need hands on services and not be able to get them.
- Individuals in WIOA priority groups may need greater career services and training interventions to be employable. Since the pandemic began, and during the high unemployment we will experience during the recovery, it is likely that the number of persons receiving TANF (Temporary Assistance to Needy Families) assistance, as well as assistance from other safety net programs such as the Supplemental Nutritional Assistance Program (SNAP), will increase, perhaps substantially.
- People dependent on transit systems may experience challenges returning to work as the Regional Transportation District (RTD) attempts to run with social distancing.

Remote working has proven itself, and may well become far more mainstream than it has heretofore. This means the knowledge workforce may become more diffuse, and economic development efforts will be driven even more toward attracting high-skilled knowledge workers, who will increasingly choose to live where they wish, and offer their services using the remote technologies in an increasingly networked economy.

The heavy emphasis on cloud computing, networking and remote work technology will drive higher demand for computer professionals, engineers, and high-skilled technicians and may spur efforts to better secure high-speed internet systems.

#### Full Employment and the COVID-19 Pandemic

The official April unemployment rate for the ten counties that make up greater metro Denver is shown in the table. It is significant to note that these unemployment rates are the highest on record for the metro area, and for each county within it.

The line graph below shows the unemployment rates for Arapahoe and Douglas counties during the decade ending April 2020. The highest prior recorded rates during the decade are marked on Source: Colorado Department of Labor & Employment the far left of the graph.

Denver-Aurora-Lakewood Metro Area, April 2020									
County	Labor Force	Employed	Unemployed	Unemploy- ment Rate					
Adams	269,354	235,826	33,528	12.4%					
Arapahoe	360,277	316,106	44,171	12.3%					
Broomfield	39,117	34,846	4,271	10.9%					
Clear Creek	6,223	5,256	967	15.5%					
Denver	416,427	361,425	55,002	13.2%					
Douglas	187,467	168,905	18,562	9.9%					
Elbert	14,358	13,285	1,073	7.5%					
Gilpin	4,271	3,290	981	23.0%					
Jefferson	330,351	291,065	39,286	11.9%					
Park	10,790	9,720	1,070	9.9%					
Total Metro Denver	1,638,635	1,439,724	198,911	12.1%					



It is also interesting to see the sudden decline, in April 2020, of the total number of people in the labor force. The combined labor force in the two-county Arapahoe/Douglas Area peaked at 569,517 in August 2019, and went down to 547,744 in April 2020, a 3.8% decline.

While it is beyond the scope of this Plan to fully discuss inflation, it may well be pointed out that the labor market is a market, and as such, is subject to the laws of supply and demand. If demand is higher than supply, then wages, benefits and other perks, such as signing bonuses, increase. If supply is higher than demand, the converse is true.

In the years before the pandemic, the region has also experienced very rapid inflation of home prices, as well as residential rent prices. A 2019 analysis of Douglas County rental housing found that nearly 90% of the people working in Douglas County could not afford to rent housing there at or below 30% of their gross income. However, with the pandemic rental vacancies have risen, and prices have generally gone down, except for essential basics such as household paper products and food.

#### **Unfilled Jobs**

This section has been left as it was because there is still a skills gap. For example, according to LMI Gateway, Colorado's official labor market information site, there were over 39,000 job openings in greater metro Denver in April. The workforce development system is working with economic development and chambers of commerce to ensure that federal workforce development monies are targeted toward critical business-relevant outcomes.

By comparing the number of monthly job postings with the average number of monthly hires, it is possible to arrive at a reasonable estimate of the number of unfilled jobs in the CCPR. Using this method, there were an average of 155,075 unfilled jobs per month in the CCPR during 2019.

The line graph shows the number of unfilled jobs was at its lowest in January, with an estimated 104,993 jobs unfilled, and peaked at 217,120 unfilled jobs during the month of July.



With the new data capabilities available to local workforce development areas, this analysis can be done for all occupations, occupational families or individual occupations, and such analysis can be useful to inform discussion and set priorities within sector partnerships.

#### **Changing Age Demographics**

Age demographics have been changing in Colorado over the last decade. During the 1990s, 2000s and into the 2010s, the CCPR attracted young, educated, high-skilled workers in substantial numbers. They came seeking opportunity. Now, as they leave the labor force, they are staying in the region, with house prices many are retiring in place.



This bar graph shows the patterns of population growth by age band. Note that 51% of the projected growth through 2024 is in the age bands 65 years old and over.

Because older consumers purchase more services than they do goods, the service portion of the economy is expected to grow, particularly in health care services.

Other areas for growth include food delivery from gig workers (Grub Hub), personal care aides, fitness trainers, house cleaning services.

Supermarkets are now increasingly offering home delivery for groceries, or even in-store pickup, and customer bases are growing, and in-home entertainment options have been growing with more streaming opportunities.

In the meantime, key elements of the labor force are shrinking, particularly the 25 to 29 age group, and the 55 to 64 age groupings. This systemic pattern will leave local businesses with fewer entry-age workers, and suggests that efforts be made through economic development partners to increase net migration in those age groupings.

With existing data capabilities, each local area should work with economic development partners to identify patterns in population growth, and put strategies in place that will allow for the growth of services, as well as the sustainability of skilled workers in key primary industry sectors.
#### **Racial and Ethnic Makeup of Labor Force**



This pie chart and bar graph tell a story as well. The pie shows the number and percent of each racial and ethnic group in the CCPR. The bar chart shows projected growth rates for each of these groups. Notice that the highest growth is expected in the Asian and two or more racial categories, while the Hispanic or Latino population is expected to grow by over 168,200 (23%) by 2024.

This bar graph shows these figures for the CCPR, important because of the disparity in educational attainment for racial and ethnic minorities, particularly black or African American and Hispanic or Latino. First, there is a positive correlation between high very educational attainment and earnings. Median earnings for workers by race/ethnicity may be derived from existing data sources by calculating the proportion of racial/ethnic minorities in each occupation group and then using wage data to estimate median earnings for each group.





This graph uses data from the US Census to show comparative educational attainment by race/ethnicity in Colorado.

The disparity in educational attainment levels shown exists in all geographic areas within the state, including the CCPR and the local workforce areas that make it up.

Considering that 45% of job postings in the CCPR call for some level of postsecondary training, and 39% of postings call for a bachelor's degree or

higher, it is vital for Colorado as a whole, as well as each local workforce area and its education partners, form strategies to systemically increase the educational attainment levels of racial and ethnic minorities. Those populations are growing at higher rates than the white population, and by 2050, according to the Colorado Demography Office, racial and ethnic minorities will make up 48% of the state's labor force.

### Arapahoe/Douglas





#### **Net Migration**



This map, taken from EMSI, uses year-over-year tax return data from the Internal Revenue Service to show the origins of inbound migration into the CCPR.

The line graph shows that net migration into the CCPR is trending down since 2012.

Local workforce areas, boards and their business services teams should work with economic development and sector partners to create strategies to increase net migration of high-skilled workers.



#### **Commute Patterns**

				Commute Ma	atrix, Colorado	Central Plannin	g Region, All Pr	rimary Jobs				
LIVE IN	WORK IN											
County	Adams	Arapahoe	Boulder	Broomfield	Clear Creek	Denver	Douglas	El Paso	Gilpin	Jefferson	Larimer	Teller
Adams	64,380	23,491	15,029	8,187	93	56,366	5,902	3,838	718	26,409	3,268	68
Arapahoe	27,633	104,090	5,113	2,136	115	86,825	24,562	6,448	326	20,954	3,218	82
Boulder	7,037	5,639	77,573	4,623	53	11,875	2,191	2,088	101	7,092	4,068	24
Broomfield	4,939	1,912	7,740	4,253	18	5,736	706	427	55	3,859	541	9
Clear Creek	229	342	166	36	825	595	116	69	95	851	91	2
Denver	31,457	56,548	9,458	3,373	184	137,009	14,151	4,799	531	30,469	3,210	83
Douglas	7,763	45,009	3,047	1,340	70	33,119	39,796	4,994	108	13,803	1,635	110
El Paso	6,297	10,982	2,778	883	59	12,835	5,594	189,899	25	6,392	2,596	1,518
Gilpin	119	149	487	49	36	259	61	38	722	341	31	0
Jefferson	24,673	35,649	13,407	6,051	622	70,423	11,197	5,408	1,745	87,754	3,560	105
Larimer	4,894	4,674	9,350	913	48	7,728	1,891	2,760	15	4,178	87,763	40
Teller	178	430	77	47	8	596	236	3,195	15	316	77	3,532

This table shows intra-county commute patterns within the CCPR. Data is the latest available (2017). Since 80% of all commuters travel to work between the hours of 5:00am and 8:59am, local workforce areas and their boards stakeholders in transportation strategies.

Business service teams can assist in overall strategies to address traffic volume by researching and providing information to businesses about the most effective strategies for worker retention, including flex scheduling and telecommute options.



### **Issues for Special Populations**

Unemployment, Selected Populations, Colorado Central Planning Region			
Population	Estimated Rate		
White	2.2%		
Black/African American	3.9%		
Asian	1.8%		
Hispanic/Latino	2.9%		
All Teens	8.3%		
White, Age 16-19	7.4%		
Black/African American, Age 16-19	13.5%		
Hispanic/Latino, Age 16-19	11.2%		
Individuals with Disability	4.9%		
Source: US Bureau of Labor Statistics			

Unemployment is generally low in the CCPR, with disparities in race/ethnicity and disability status. Unemployment for teens, particularly those who are black/African American, or Hispanic/Latino.

The WIDE group has been able to work with the Colorado Department of Labor and Employment for access to data on wage outcomes by special population, which can be used to improve services.

The CCPR is known nationally for the quality of

#### Veterans

Unemployment, Veterans, Colorado Central Planning Region				
Population	Estimated Rate			
All Veterans	1.9%			
Gulf-Era II Veterans	2.2%			
Gulf-Era   Veterans	1.7%			
Vietnam Era Veterans	2.3%			
Other Service Periods	1.8%			
Non-Veterans	2.3%			

Source: US Bureau of Labor Statistics

services to veterans. Generally, unemployment among veteran groups is low in the region, and local workforce boards, as well as business leaders in the region are committed to ensuring returning veterans are hired.

The CCPR is a particularly 'veteran-friendly' region due to the high concentrations of civilian employment in aerospace and homeland security. As the aerospace industry grows with the new Colorado spaceport, veterans will find even more opportunity in the regional economy.

4. Describe the development and implementation of sector initiatives for indemand industry sectors or occupations for the planning region, and explain how sector partnerships will be utilized to facilitate the engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs.

The Arapahoe/Douglas Works! Business Services Team has made a concerted effort to increase our involvement in Sector Partnerships. The Business Services Team actively participates in the Greater Metro Denver Healthcare Partnership, Denver Metro Retail Partnership, Manufacturing Partnership and the Construction Partnership. This team is also a co-convener of the Denver Tech Partnership and helped local businesses launch the Aerospace and Aviation partnership. Sector Partnerships involve both large and

small businesses, and the goal of the Arapahoe/Douglas Works! Business Services Team is to participate and listen to industry needs and respond effectively to those needs. This ensures our customers are receiving business-relevant training and work-based learning opportunities.

### 5. Describe how career pathways will be used to meet the needs of employers and support work-based learning opportunities.

Arapahoe/Douglas Works! uses career pathways in targeted, in-demand industries to create pipelines for talent in support of local economic development. Specifically, the childcare industry is unique in where wages are low, quality is variable, and demand is high. Arapahoe/Douglas Works! identified credentials that can be used to increase the effectiveness and the value of childcare workers, which increases their wages and the quality of their care. We have also increased the number of childcare workers while decreasing turnover, which is a necessary step in providing relief for demand. Arapahoe/Douglas Works! incorporates this model when appropriate for other businesses and industries to address local economic needs.

Career pathways are discussed routinely at sector partnership meetings, and the critical needs of employers are identified. The Arapahoe/Douglas Works! Business Services Team works with local employers participating in sector partnerships to address critical workforce needs through work-based learning and other strategies.

The Business Services Team has access to labor market information, employers and job seeker feedback. They use this information to proactively contact local businesses to determine the services most needed and provide those services on a timely and focused basis.

### 6. Describe other strategies and services that will be used in the planning region to support a local workforce development system that meets the needs of businesses in the planning region.

The Arapahoe/Douglas Works! Business Services Team and Workforce Development Board Team actively partners with economic developers, chambers of commerce and other business/industry organizations in both Arapahoe and Douglas counties. Working with economic development organizations creates another network for the workforce system to get feedback around employer needs and access to traditional and real-time labor market information to assist in forecasting critical needs.

- 7. Describe efforts that have taken place or anticipated efforts to assess the need for and establish regional service strategies, including the use of cooperative service delivery agreements. In addition:
  - a. Describe the strategies and services that will be used in the planning region to better coordinate workforce development programs and services with regional economic development services and providers;

Business relevant, workforce intelligence is vital to better coordinate workforce development programs with economic development and other business/industry groups. A member of the Arapahoe/Douglas Workforce Board staff currently co-chairs the statewide Workforce Intelligence Data Expert (WIDE) group, which focuses its efforts on using both traditional and real-time labor market data to inform discussions among workforce and economic development leaders about the best strategies to target workforce development funds to create optimal growth and economic recovery.

The Business Leadership Team meets on a monthly basis to strategize how to provide the best and most effective services to local employers. Arapahoe/Douglas Works! also works together with neighboring Business Services Teams on projects identified by regional workforce center directors.

Moreover, the Colorado Urban Workforce Alliance and the Colorado Operators Group each respectively work on a regional basis to ensure complimentary regional services strategies are employed and supported to ensure a maximum impact for customers and business/industry.

In addition, the Arapahoe/Douglas Works! Business Services team is working with the Arapahoe/Douglas Workforce Development Board, local economic developers, chambers of commerce, educators, the Small Business Development Centers, Manufacturers Edge, and other stakeholders to form an Economic Recovery Task Force that fields a coherent regional response to economic recovery from the COVID-19 pandemic. During and after recovery, this Task Force and the relationships that have been developed will continue to ensure the continued economic vitality of the area.

### b. Describe how the planning region will strategically coordinate workforce investment activities with the provision of adult education and literacy activities under title II.

Locally, Arapahoe/Douglas Works! Partners with mandatory and non-mandatory adult education partner entities to streamline service delivery to referred and mutual customers. Through this partnership, marketing is shared, processes are evaluated, and funding is leveraged, when possible.

### c. Describe how the planning region will strategically coordinate workforce investment activities with the provision of vocational rehabilitation services under title IV.

Arapahoe/Douglas Works! coordinates the provision of vocational rehabilitation services under Title IV; local area plans include memoranda of understanding with service providers for these activities, and when appropriate, local areas will address these services using a regional-level service model. Locally, Arapahoe/Douglas Works! regularly collaborates with the Division of Vocational Rehabilitation to streamline and enhance service delivery, cross-train staff, share resources and data, and staff difficult customer cases. Moreover, the Division of Vocational Rehabilitation is co-located at our main one-stop location in Centennial to further enhance our partnership and customer service delivery.

## d. Describe the strategies and services that will be used in the planning region to strengthen linkages between the one-stop delivery system and unemployment insurance programs.

The WIDE group maintains contacts with a variety of Colorado groups, including the Unemployment Insurance Division (UI) of the Colorado Department of Labor & Employment. This has resulted in the UI group providing the most relevant and sought-after data on new unemployment claims by sector, by occupation, by demographic and overall. This timely data has helped workforce and economic development groups move forward with a focused approach to recovery. Moreover, during the COVID 19 pandemic, Arapahoe/Douglas Works created an Emergency Call Center to provide Unemployment Insurance assistance to customers. The Emergency Call Center received a high volume of calls and it was staffed using career services workforce specialist with expertise in UI.

## e. Provide a description of how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134(a)(2)(A);

The Arapahoe/Douglas Workforce Development Board is coordinating activities with sister workforce development areas in the Colorado Central Planning Region, under the auspices of the Colorado Urban Workforce Alliance, to create a hub approach to services that leverages technology, staff and streamlines service delivery. Part of this effort is to create a multi-workforce-area hub for providing Rapid Response services to businesses.

Data from the statewide rapid response team is reviewed during board meetings. If current investment activities do not support the current trends, the board works to adjust funding, or to obtain funding, to address the need in such areas as incumbent worker training to avert layoffs.

8. Provide a description of the replicated cooperative agreements (as defined in section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;

Please visit <u>https://www.adworks.org/index.php/about-us/workforce-board/governance/</u> to view all agreements between the Arapahoe/Douglas Workforce Development Board and other local entities as described in this section.

An example of one such collaboration is the multi-workforce-area Disability Employment Initiative (DEI). This initiative has allowed the Arapahoe/Douglas Workforce Development Board to enhance services to individuals with disabilities through the Ticket to Work program and via infrastructure upgrades to enhance and improve accessibility. Additionally, our community partner Continuum of Colorado is co-located at our main one-stop location allowing for seamless service delivery for customer referrals, staff cross-training, and process improvements.

## 9. If determined appropriate by the planning region, describe the coordination of transportation and other supportive services or discuss why these are not appropriate for the planning region at this time.

The Central Planning Region's strategy for the coordination of transportation and other supportive services will center on using the collective voice of the region to approach agencies and negotiate competitive rates. This should improve the accessibility and affordability of these services to its customers. The region anticipates that the size and volume of its customer base will contribute to its ability to negotiate the best possible value for these services.

Locally, Arapahoe/Douglas Works! sources appropriate supportive services through community partner networks and through leveraging resources through other programming. If appropriate, WIOA resources may be used to mitigate the barrier when appropriate and allowable.

10. If determined appropriate by the planning region, describe how administrative cost arrangements have been coordinated, including the pooling of funds for administrative costs or discuss why these are not appropriate for the planning region at this time.

The methodology for our local area's administrative cost arrangements are detailed in our Cost Allocation Plan; please find our Cost Allocation Plan attached.

11.The establishment of an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures described in WIOA sec. 116(c) for local areas or the planning region.

Within the Central Planning Region, local area workforce boards will operate autonomously, and the region will work to collectively negotiate with the governor the accountability measures for these local areas. In addition, when it is strategically and financially in the best interest of the region and local areas, the Central Planning Region will report outcomes at the regional rather than local level.

12. Provide a description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.

The pandemic accelerated the movement of Arapahoe/Douglas Works! toward technology-enabled, virtual services. To assist with this effort, the Arapahoe County Information Technology Department has aided Arapahoe/Douglas Works! with the development of a virtual case management and workflow system that complements our current systems, Connecting Colorado and CBMS. Moreover, virtual platforms such as Zoom, Microsoft Teams, Skype, Cisco Webex and GoToMeeting are now used for a variety of services including: facilitated workshops, customer intake, virtual hiring events, customer appointments and partner convening. We have seen several positive returns due to the expansion of our virtual service delivery, as an example, TANF/Colorado Works orientation attendance has increased from 50-55% to over 80%.

Though this effort was underway, the pandemic caused workforce centers in the CCPR to have to operate virtually for case management appointments, supportive services, group orientations and intake. These efforts will continue as the recovery progresses and beyond.

The virtual approach has actually improved attendance at some events such as TANF/Colorado Works and Employment First orientations. For example, at Arapahoe/Douglas Works! attendance at TANF orientations has risen above 80% on average when in person attendance seldom exceeded 55%.

### 13. Briefly describe the activities and steps taken to develop this regional plan.

The Colorado Central Planning Region's four-year plan was developed using a multi-area approach under the auspices of the Colorado Urban Workforce Alliance (CUWA). The WIDE group co-chair from the Arapahoe/Douglas area completed questions 1-3, which were then vetted by the remaining WIDE Group members. CUWA coordinated the collection of information on business services and operational questions.

### 14.Describe the process used by the local boards in this planning region 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 plan prior to its submission.

Arapahoe/Douglas Works! will post the plan for public comment on its website (<u>www.adworks.org</u>), provide a copy to CWDC to post on their website, inform the release for comment through its Workforce Development Board and Business Services newsletters, as well as announce the release on Arapahoe/Douglas Works! social media platforms.

### **Local Plan Questions/Responses**

1. 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.

Arapahoe/Douglas Works! is a full-service, one-stop workforce center providing Wagner-Peyser career services, WIOA Title I programming, business services, Employment First, Colorado Works and discretionary grant programming. Arapahoe/Douglas Works! supports hundreds of participants in educational, credential-based training and work-based learning activities annually, with a focus on our locally defined, in-demand industries. Additionally, thousands of individuals receive Career Services annually, which includes, but is not limited to, resume preparation, interview assistance, networking and career exploration activities.

The capacity to provide these services continues to be a challenge, with decreased funding levels and the need to focus on high risk, priority populations for which service delivery is more expensive.

Arapahoe/Douglas Works! partners with community colleges and local training providers to upskill the local workforce to meet the needs of the economy. Post-secondary education continues to see drops in

enrollment year-over-year, while short-term, credential-based training providers are increasing service delivery due to increased employer demand and labor market changes. Arapahoe/Douglas Works! stands ready to meet the credentialing needs of the local Workforce.

2. 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 selfsufficiency.

Arapahoe/Douglas Works! is working collaboratively with Human Services partners to ensure performance standards for TANF and SNAP E&T are being achieved. The agency has helped to ensure Arapahoe County is a leader in TANF performance measures and the impact has been greater self-sufficiency and higher wages. In certain work-based learning discretionary grants, the agency has lead the state in livable wage outcomes and throughout the current program year, Arapahoe County has lead the State in TANF Work Participation Rate.

Moreover, Arapahoe/Douglas Works! leverages robust community partnerships and business relationships to help mitigate WIOA youth barriers and to ensure diverse education and training opportunities are available thus ensuring goal attainment and a pathway to self-sufficiency.

- 3. Describe the strategies and services that will be utilized to facilitate engagement of employers, including small employers and employers in indemand industry sectors and occupations, in workforce development programs. Specifically:
  - i. What outreach activities are planned to increase business engagement in your local area?

Outreach will be conducted through participation in local business groups, such as the Denver South Business Resource Group, and through contacting businesses that create Connecting Colorado accounts, through the WARN Act, business/ industry roundtables, and through our social media platforms. In all cases, the Business Services Team uses a consultative approach to determine and then respond effectively to business needs. Moreover, the Business Services Team continually participates in a convening role in Sector Partnerships, and it will use available technology to focus on providing up-to-date information on current labor market issues and provide business relevant training events. The team will also continue to perform Discovering A/D Works! Business Services Employer Workshops to inform businesses of available services.

### ii. How will the Business Services Team be utilized for this purpose?

The Business Services Team is broken down into program specific and industry specific areas and is crosstrained to maximize agility in responding to evolving employer needs.

### iii. How will the members (particularly business members) of the LWDB and Youth Council/committee support these efforts?

Members of the local Workforce Development Board and the Opportunity Works Taskforce support engagement of employers and identification of Industry sectors and occupations by providing their firsthand account and expertise of the local economy. These individuals are able to share their experiences, which includes the needs of their business and the needs of other employers throughout the local area. Board members also suggest new businesses to reach out to for membership and potential partnerships for new initiatives, such as the Business Recovery Taskforce. This taskforce was created to assist local businesses with their recovery efforts due to the COVID-19 pandemic.

The Arapahoe/Douglas Workforce Development Board Taskforces are re-evaluated each year, during our annual strategic planning, to ensure the Board is focusing on the priorities of businesses and community needs, and to strategize around efforts that will assist in economic vitality.

### iv. How will sector partnerships be utilized for this purpose?

Sector Partnerships are imperative to support our engagement of employers. This platform allows business services teams throughout the region to listen to employer needs and strategize the use of our services to address those needs.

### v. What are your objectives and goals for these activities?

The Business Services Team goal is to build strong, long-lasting relationships with the local business community. This will allow us to partner with employers to create opportunity and innovative solutions to the needs of our workforce. This will also include keeping up-to-date with new businesses that enter the community to include them in these efforts.

- 4. Discuss the implementation of initiatives designed to meet the needs of employers in the local area that support the local board's strategy, including:
  - i. Work-Based Learning Programs: Explain how you will utilize and promote, incumbent worker training programs, on-the-job training programs, customized training programs, internships, or other activities for PY20, and identify targets for work-based learning activities for your youth, adults/dislocated workers, transitional jobs, and incumbent workers.

Arapahoe/Douglas Works! utilizes work-based learning programs to provide training and credential-based skill upgrades to our participants through direct placement with an employer. Case managers and Business Services Representatives work closely to identify employers interested in hosting work-based learning activities and job seekers interested in participating to make an appropriate match to the benefit of all stakeholders involved. Arapahoe/Douglas Works! will identify targets once Notice of Funding Availability (NFA) letters are received.

The Business Services Team will continue to conduct Discovering A/D Works! Business Services Workshops; this workshop is communicated to all new employers creating a Connecting Colorado account. These workshop invitations are also shared through our monthly newsletter. Additionally, a

folder is provided to every business we meet with, which includes information around all of our services and details regarding work-based learning programs.

The Business Services Supervisor participates in the Denver South Business Resource Partnership. This partnership is made up of economic developers, chambers of commerce, the Small Business Development Center, Arapahoe Library and Manufacturers Edge. Speaking engagements and business meetings through referrals are made from this group. This partnership has been instrumental in forming a coherent community response to layoffs caused by the pandemic, and will join the efforts of the Arapahoe/Douglas Workforce Development Business Recovery Taskforces to facilitate community recovery.

Arapahoe/Douglas Works! was also a statewide leader in the Subsidized Training and Employment Program (STEP) initiative for multiple years that has allowed us to build a strong foundation of processes and procedures as it relates to engaging individuals with barriers and placing them in work-based learning activities. While the specific funding has been eliminated, Arapahoe/Douglas Works! has the ability to leverage other funding to continue this important work for continued opportunities to individuals with barriers to employment and for those on public assistance.

## ii. Apprenticeships: USDOL and CDLE are emphasizing the importance of apprenticeships. Please provide a detailed response which includes the steps you will take to increase apprenticeship opportunities for your customers during the next program year.

Work-based learning and registered apprenticeships are stressed over more traditional occupational classroom training. Statewide Registered Apprenticeship Consultants have been hired to deliver technical assistance and training to businesses statewide who desire to develop registered apprenticeship programs that result in industry recognized credentials. These Registered Apprenticeship Consultants also provide technical assistance and training to staff and partners of the workforce development system, as needed, on a statewide basis, to include:

- Virtual and in-person assistance to businesses and workforce specialists
  - Providing ongoing Technical Assistance
- Supporting local business outreach that is focused on new program development with employers/sponsors who do not currently have registered apprenticeships
  - o Providing ongoing Technical Assistance
  - Serving as Subject Matter Expert in presentations to new employers/sponsors or related instruction providers
  - o Host training activities for businesses on registered apprenticeships
  - Provide support to sector partnerships as needed
  - Support ADW through grants such COHELPS, COTECH, and any new CDLE grants
- In response to the needs assessment that is being conducted June 2020, a technical assistance plan for Program Year 2020 (July 1, 2020 thru June 30, 2021) will be created for statewide training calendar.
  - Provide training to ADW Business Services and Career Services as needed
  - The current intention, is to offer the same needs assessment by the end of Program year 2020 to ensure knowledge attainment
- Continue to identify opportunities for system alignment with local workforce centers ad CDLE.
  - Conduit/bridge for two way communication from CDLE to Arapahoe/Douglas Works!

o Collaborate with other state agencies and partners

The Arapahoe/Douglas Works! Business Services Team will provide:

- We will talk with employers that have a long term talent pipeline need about apprenticeships as a possible solution to their long term needs.
- During Sector Partnership meetings we will present apprenticeships.
- We will promote apprenticeships when appropriate in our general communications with businesses.
- We will work regionally to promote active apprenticeship cohort needs.

Collaboration among WIOA programming and CW/EF will occur and will result in informational events for customers to learn more about apprenticeships overall, as well as specific apprenticeship programs. Apprenticeships will be promoted to Colorado Works/TANF and Employment First participants as a segment of work-based learning opportunities.

# iii. 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 PY20 specific planned objectives and measurable outcomes.

The Business Services Team will continue to respond to business needs through sector partnerships during this planning period. It will participate in the partnerships, focus workforce development resources and continue to be relevant by actively listening to the needs of the businesses. These needs will be studied to identify what resources we can provide to properly assist businesses in providing solutions with the objective of getting the most up-to-date labor market information, through data platforms and vetted local-business intelligence, increasing our ability to open up work-based learning opportunities for our customers, assist local businesses in building registered apprenticeships and help to strategically manage the local workforce to meet current and projected employer need.

iv. 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 PY20? Indicate the current status of your partnerships, (active, emerging, or exploring), <u>plus PY20 planned</u> <u>objectives and measurable outcomes.</u> Note: For Sector Partnership Information, please visit: <u>https://www.colorado.gov/cwdc/sectorpartnerships</u>

The Business Services Team actively participates in the Greater Metro Denver Healthcare Partnership, Denver Metro Retail Partnership, Manufacturing Partnership and the Construction Partnership. We are a co-convener of the Denver Tech Partnership, and with the help of a grant from the Colorado Workforce Development Council, launched the Aerospace and Aviation partnership.

The goal of the Business Services Team is to participate and listen to key industry needs and work to ensure business customers are receiving relevant training and work-based opportunities. The objective is to create a diverse network of employers that will lead to focused responses that best use federal and

state workforce development funds to achieve business-relevant outcomes and keep the local economy thriving and growing.

All PY20 planned objectives will be provided when the PY20 NFA letters are received.

v. 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 PY20 planned objectives and measurable outcomes.

The Business Services Team participates in grant program meetings to provide support for customers, and to also educate its members around current labor market needs to ensure the team, and other local business services teams, are offering a coordinated response. Arapahoe/Douglas Works! Business Service Representatives also participate in Sector Partnerships to influence the creation of new talent pipelines. During this planning period, we intend to use federal and state workforce development funds to provide the services that best match what is needed by local employers, currently, and moving forward. This may include work-based learning, registered apprenticeships, classroom training, information, workshops and a variety of other services needed by local employers.

5. 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);

Arapahoe/Douglas Works! will expand access to employment, training, education and supportive services by evaluating local priority designations and identifying programs with similar missions and customers in order to braid funding and increase support for individuals receiving services. Arapahoe/Douglas Works! partners with organizations in the local area, providing services to individuals in priority groups and individuals with barriers to employment. Broadly, these organizations include Refugee Assistance programs, Department of Corrections reentry services programs, Department of Human Services Public benefits programs and local schools. Co-enrollment is an effective strategy for increasing success and providing additional support for customers. As a result, Arapahoe/Douglas Works! has a goal of coenrolling 100% of TAA customers into WIOA programming. Additionally, every WIOA Youth and WIOA Adult participant meeting eligibility for both programs will be co-enrolled, as needed and appropriate. As industry recognized credentials are important for upskilling and increasing wages for participants, Arapahoe/Douglas Works! will only support classroom training that provides access to industryrecognized certificates or credentials for WIOA participants.

Moreover, Arapahoe/Douglas Works! has refined supportive services policies to ensure alignment across programs so that customers will have access to a more robust menu of supportive services offerings while

alleviating duplication. Arapahoe/Douglas Works! will also continue to promote, recruit and deliver training cohorts in a collaborative manner that ensures co-enrollments occur when appropriate. Cohorts are developed in targeted industries such as manufacturing, aerospace and healthcare, and in many cases, are connected to registered apprenticeships to ensure optimal outcomes.

### 6. 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.

Arapahoe/Douglas Works! has active partnerships with adult education providers in the local area and provides and receives referrals in support of participant success. At a minimum, every customer must have a high school diploma, equivalent or GED for accessing other programming. As a result, if an individual is identified to be in need of adult education services, the first step in their service delivery plan will be to begin working with adult education providers and their case manager to obtain a high school diploma, equivalent or GED. This minimum education level is a requirement in order to have greater access to sustainable wages.

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

During the COVID 19 pandemic shutdown, Arapahoe/Douglas Works created an Emergency Call Center to provide Unemployment Insurance assistance to customers. Due to the limited customer service provided by CDLE, the Emergency Call Center received a high volume of calls (over 250 in one day). The call center staff was formerly Career Services staff assigned to the workforce centers. During the recent reorganization of Arapahoe/Douglas Works, the call center became the Operational Unemployment Insurance Team and the Career Services Team were organized under the same manager to provide seamless customer service. The strategy going forward is to have staff from both teams cross-trained to provide UI services to our customers.

## 8. 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;

Members of the Arapahoe/Douglas Workforce Board staff, and our Business Services Supervisor, are members of the Denver South Business Resource Group, which includes economic development and chamber of commerce partners within the two-county area, as well as the Small Business Development Center and Manufacturers Edge. Selected regional postsecondary training providers also participate and the group is now working with an Arapahoe/Douglas Workforce Development Board Taskforce to aid economic recovery in both Arapahoe and Douglas counties.

9. 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.

As career pathways and work-based learning opportunities are developed, the Arapahoe/Douglas Works! Business Services Representatives share this information with workforce programs through workforce center distribution lists via email, partner meeting announcements, the Arapahoe/Douglas Works! website and social media platforms.. The Workforce Development Board meetings provide a platform that allows communication to mandatory partners to raise awareness of new career pathways and workbased learning opportunities, and to help foster insight into how the system can best respond as a whole, intended by the Workforce Innovation and Opportunities Act.

### **10.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.
- Main one-stop location: Lima Plaza 6974 S. Lima Street, Centennial 80112
- Aurora Satellite: Altura Plaza 15400 E 14<sup>th</sup> Place, Aurora 80011
- Aurora Satellite for Parents to Work Customers Only: CentrePoint Plaza 14980 E. Alameda Drive, Aurora 80012
- Oxford Vista Aurora Satellite Opening soon: 15001 E Oxford Ave, Aurora, 80014
- Castle Rock Satellite Opening soon: Arapahoe Community College Sturm Collaboration Campus - 4500 Limelight Ave, Castle Rock 80109

## 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.

WIOA Title I and III services are comprehensively provided by Arapahoe/Douglas Works! staff as outlined in this plan. Other physically co-located entities providing services at Arapahoe/Douglas Works! are the Division of Vocational Rehabilitation (DVR), Job Corps, and Continuum of Colorado. Regular customer staffing meetings are conducted with DVR to co-enroll and collaborate on decisions across programs and funding streams. Additionally regular cross-training and program discussions occur to ensure regular enhancement of program service delivery. Job Corps referrals are provided directly to Job Corps staff members through warm handoffs at our Altura Plaza location, and Continuum of Colorado and Arapahoe/Douglas Works! regularly collaborate to streamline services and to cross-train staff. Other mandatory and non-mandatory partnerships are fostered through regular communication, the sharing of marketing and program materials, cross-training, development and refinement of referral processes, and data sharing.

### c. Describe the roles and resource contributions of each of the one-stop partners.

The approach taken by the Arapahoe/Douglas Workforce Development Board has allowed services to be integrated throughout the one-stop service delivery system in the Arapahoe/Douglas local area. The Arapahoe County Community Resources Administrative Division, which has been designated by the Chief Local Elected Official/Board of County Commissioners (CLEO/BOCC) as the Fiscal Agent to receive the

following funding allocations through CDLE and other partners, which may include, but may not be limited to:

- A. Employment Support Funds;
- B. Wagner-Peyser;
- C. Governor's Summer Job Hunt;
- D. TAA Case management;
- E. Formula funding for Adult, Dislocated Worker and Young Adult programming;
- F. Enhanced and other discretionary funding;
- G. Funding under contract or grant agreements with other local governments and other entities;
- H. Douglas County TANF/CW, SNAP E&T/EF, DCYEP; and,
- I. Arapahoe County TANF/CW, SNAP E&T/EF, and PTW.

Other in-kind or cash resource contributions from our one-stop partners are outlined in Memoranda of Understandings, and are reviewed and amended as needed and appropriate.

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.

Arapahoe/Douglas Works! has been providing virtual job fairs through Connecting Colorado, and we have increased our virtual presence by providing virtual workshops to businesses and jobseekers through our website utilizing Zoom, Mentimeter, Microsoft Teams, and GoToMeeting.

During the pandemic, Arapahoe/Douglas Workforce Development Board meetings have been held virtually, via webinar, and customer one-on-one assistance is provided virtually utilizing the aforementioned virtual platforms and/or phone. Additionally, program forms have been transferred from paper to electronic fillable forms to ensure customers can receive the same delivery of service in a timely and efficient manner.

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.

The Mathematica Goal4 It! methodology is utilized across all Arapahoe/Douglas Works! programs and services to promote and maintain consistency in customer-focused goal planning, activity and review. This methodology offers the use of a "Stepping Stones" assessment to identify areas of need and priorities for setting goals. The process involves setting a goal based on personal motivation, making a detailed plan how to work toward the goal, including identification of and response to challenges that may occur along the goal path, and review and revision of the goal plan and activity along the way. This methodology also results in review and revision of our processes to ensure smooth transitions, lack of

repetition, and fosters collaboration between programs. It offers a shared language and process, no matter which programs serve a customer.

Furthermore, Arapahoe/Douglas Works! uses a variety of assessments to identify skills and aptitudes to identify the strongest candidates for employers and to determine how they best fit into the workplace. These assessments are coordinated, marketed and scheduled through our Business and Assessment Center (BAC) across all programs within Arapahoe/Douglas Works!, and to the general public as a resource to identify skills, aptitude and behaviors.

- IBM Kenexa Assess tests behavioral and skills for employers to identify candidates and for individuals to assess their skillsets.
- Youscience measures an individual's aptitudes and skills to connect talent with in-demand careers.
- Self-Directed Search is a career assessment and exploration tool that matches an individual's aspirations, activities, and talents to the career choices and educational opportunities that fit the customer best.
- Testing Adults for Basic Education (TABE) is a comprehensive and reliable academic assessment product in adult basic education in three core subject areas: Reading, Mathematics, and Language.
- Barriers to Employment Success Inventory (BESI) gives individuals a quick and easy way to identify the hurdles and obstacles that stand in the way of job success.
- True Colors system is a model of personality identification that recognizes a person's true character, and translates complex temperament theory into practical information and actionable programs.
- f. A description of how entities within the one-stop delivery system, including your centers, 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.

Arapahoe/Douglas Works is dedicated to the principals of equal employment opportunity in any term, condition or privilege of employment. Arapahoe/Douglas Works is in compliance with Section 188 of WIOA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or against beneficiaries on the basis of either citizenship status or participation in any WIOA Title I-financially assisted program or activity. This language is also listed on all major outreach material, including the Arapahoe/Douglas Works! website www.adworks.org.

Additionally, Arapahoe/Douglas Works hired a Disability Resources Coordinator (DRC) to provide coordination of services with the Division of Vocational Rehabilitation, Continuum of Colorado, the Colorado Institute for the Blind, Continuum of Colorado, and all workforce programs under

Arapahoe/Douglas Works!, which supports the needs and empowers individuals with disabilities. In addition, the DRC has been instrumental in facilitating staff training and services technology to better serve this population.

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;

The Arapahoe Douglas Workforce Development Board has identified the following strategies to assure continuous improvement of services for the local employers, workers and job seekers:

- The establishment of standing committees such as the Opportunity Works Task Force, and other partnerships for Arapahoe and Douglas Counties with the intent to identify the needs of local business and job seekers and develop or convene partnerships that are conducive towards relevant solutions that will produce positive outcomes related to service delivery and the continued success of local business and job seekers;
- Data informed reports that include; Workforce Trends, Economic Competitiveness, Industry and Competitive Wage Intelligence and Industry Specific Profiles;
- Customized assistance for employers to recruit, hire, upskill and retain talent;
- Business Relocation information and assistance that includes but not limited to occupational supply, average salary of local employment pools and understanding the job shed;
- And, the Maximizing Area Talent for Competitive Hires (M.A.T.C.H.) program—a solutionoriented work-based learning (WBL) strategy that is pivotal in saving employers valuable recruitment time and money. Employers that participate in WBL activities such as internship or on-the-job learning may receive reimbursement of employee wages to offset the extraordinary cost of training new or less experienced hires.
- 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.

Arapahoe/Douglas Works! utilizes customer choice in training provider selection through the Colorado Eligible Training Provider List (ETPL). Training providers who are not on the ETPL, and are not locally approved, cannot be funded by WIOA programming. Individual Training Accounts are used rather than contracted service providers. The WIOA Youth program procures youth element providers for the provision of specific youth elements not provided by Arapahoe/Douglas Works!.

Arapahoe/Douglas Works! does not anticipate providing contracted training services under Chapter 3 of Subtitle B. WIOA Adult and Dislocated Worker participants will be required to complete a comprehensive research activity identified as the Training Request Packet (TRP) with regards to selecting a training program that will likely lead to successful employment that is both competitive and is at a livable wage. The Arapahoe/Douglas Works! program manager, in coordination with the case managers, will review and approve the TRP to establish the individual training account.

The Young Adult WIOA participants may be issued ITAs through the Eligible Training Provider List (ETPL), or through training providers who responded successfully to the most recent competitive process as specified in Section 107 (d) of the Workforce Innovation and Opportunity Act. Work-based learning activities (WBL) such as on-the-job training (OJT) will be executed using an OJT contract and will include information on, but not limited to, the OJT start/end date, employee pay rate and employer reimbursement amount. Work experience (WE) activities are similar to an internship in that it will allow a participant with limited work experience to increase/gain/upskill in an occupation; however, unlike the OJT, there is no expectation that the employee in the WE be retained after the WE activity has ended. Work experience activities are executed using a MATCH agreement.

Arapahoe/Douglas Works! has also established, within policy, the allowance of a 'hybrid' form of training services that may include both an occupational/classroom training component and an OJT or WE activity.

Furthermore, the Arapahoe Douglas Workforce Development Board has also identified in-demand occupations and wage competiveness analysis reports that are made available to ADW customers to assure well-informed customer choice with regards to selecting employment and training opportunities that lead to livable wage employment.

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?

The Arapahoe/Douglas Workforce Development Board Opportunity Works Taskforce, which include individuals from local school districts, human services, employers, and organizations working with individuals with disabilities, have worked diligently to increase awareness of services available to individuals with barriers, and the members are passionate about furthering that awareness in the community. Over the last year, the group worked to create awareness within business and industry about the myths and opportunities for employing individuals with barriers. Moreover, Arapahoe/Douglas Works! will continue to work with economic development partners to strategically engage industry in this important conversation.

The Arapahoe/Douglas Workforce Development Board also established a Veterans Taskforce, which include board members, Career Services, and JVSG staff. In addition to the monthly Veterans Spouses Networking Event; JVSG staff is in the Airman Family Readiness Center at Buckley Air Force Base. Career Services workshops have also been provided at Buckley Air Force Base for Veterans and their spouses.

Events and initiatives organized by these groups are shared at the Arapahoe/Douglas Workforce Development Board meetings, newsletters, the Arapahoe/Douglas Works! website (<u>www.adworks.org</u>) and its social media platforms.

### 11.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;

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

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

This issue still exists with many occupations in the region supporting the various key sectors. The Arapahoe/Douglas Workforce Development Board works with its education partners regularly in concert with other workforce areas and CUWA to make necessary adjustments in curriculum for critical positions.

# 12.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.

Arapahoe/Douglas Workforce Development Board and Arapahoe/Douglas Works! has implemented a customer-centered design methodology endorsed by the United States Department of Labor and Employment. This practice implements a customer-centered approach to processes, strategies, procedures, and services. It focuses upon innovation to address the needs of the end-user.

Arapahoe/Douglas Works! Adult and Dislocated Worker programming will focus on targeted populations which may include, but is not limited to, Veterans, Justice Involved, Low- Income, Benefits-Attached, Single Parents, UI Exhaustees, Displaced Homemakers, Homeless, Refugees, Individuals with Disabilities, Individuals with barriers, those without a High School Diploma, those who are Basic-skills Deficient and those who speak English as a second language.

Arapahoe/Douglas Works! offers a variety of services available to Adult and Dislocated Worker customers. Individual career services, available to all Arapahoe/Douglas Works! Adult and Dislocated Worker customers will include, but are not limited to; the career village, the career resource center, labor market information, staff facilitated workshops, job search and training provider information. Staff assisted career services will include, but is not limited to; orientation, intake, eligibility determination, skill assessment, job search and placement assistance, labor market, navigation, and job referrals. Staff assisted intensive one-on-one career services will include, but are not limited; to comprehensive assessment, counseling, case management and pre-vocational services. Arapahoe/Douglas Works! has a training policy with tuition assistance for occupational training for Adult and Dislocated Worker eligible customers, targeted in the industries of Aerospace, Aviation, Bioscience, Broadband, Construction, Engineering, Finance and Insurance, Healthcare, Hospitality, Information Technology and Manufacturing. Arapahoe/Douglas Works! will focus on training and work-based learning opportunities within these regional targeted industries; work-based learning opportunities, which may include, but are not limited to; work training experiences for eligible customers, as well as OJT contracts, and pre-apprenticeship and apprenticeship opportunities, as appropriate. Arapahoe/Douglas Works! will focus on training related placements and career pathways.

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

13.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.

Arapahoe/Douglas Works! Youth/Young Adult programming will focus talent development strategies on targeted populations, which may include, but is not limited to; Veterans, Justice Involved, Low-Income, Benefits-Attached, Pregnant and/or Parenting Youth/Young Adults, Homeless, Refugees, Individuals with Disabilities, those without a High School Diploma, those who are Basic Skills Deficient, and those who speak English as a second language.

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

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

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

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

15.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.

Locally, Arapahoe/Douglas Works! sources appropriate supportive services through community partner networks and through leveraging resources through other programming. If appropriate, WIOA resources may be used to mitigate the barrier when appropriate and allowable.

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

As the COVID-19 government shutdown impacted all local areas, Arapahoe/Douglas Works! employed a customer/community centered strategic plan to coordinate the one-stop delivery to our customers by providing Wagner-Peyser services remotely:

- An Emergency Call Center was established for Wagner-Peyser staff to take calls for assistance from customers that were laid off and needed help navigating the Unemployment Insurance benefits process;
- Career Service Advisers worked remotely providing one-on-one support by phone and virtual platforms;
- Career Services staff implemented virtual workshops to allow customers to participate in workshops while complying with state Stay at Home orders;

In addition, an array of business intelligence can be found on our website (www.adworks.org) including detailed industry profiles and other labor market essentials that a business can access in a "self-service" fashion. Additionally, employers can post their job openings as a web employer in Connecting Colorado or through us.jobs. Businesses can access all 11 core business services and the most utilized services include job fairs, hiring events, assessments and screening. Per State PGL (recently updated WP-2016-04), once an employer has been verified, and meets the minimum requirements, they will be eligible to receive any of the core services.

Virtual service delivery will continue as a means to offset customer barriers such as transportation and child care, and to help increase the various entry points for service delivery access.

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

The Arapahoe County Government's Community Resources Administrative Services Division has been designated by the Arapahoe County Board of County Commissioners as the Fiscal Agent for Arapahoe/Douglas Works! to receive all funding allocations. Moreover, our One-stop Operator and our Workforce Development Board help to ensure fiscal compliance with all corresponding rules and regulations for all WIOA funds received.

### 18.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.

The Arapahoe/Douglas Workforce Development Board has designated Arapahoe/Douglas Works! as its primary service provider. Arapahoe/Douglas Works! is a division of the Arapahoe County Community Resources Department, and offers all workforce development services for WIOA Title I and III, for special populations such as TANF/CW and SNAP E&T/EF customers, and a variety of special projects and populations, which may include but may not limited to: justice involved participants, veterans, mature workers, refugees, and homeless individuals. 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.

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

Arapahoe County, on behalf of the Arapahoe Douglas Workforce Development Board, was seeking responses for alternative secondary school services (or dropout recovery services), mentoring services, and occupational skill training (which included priority consideration for training programs that led to recognized postsecondary credentials that were aligned with in-demand industry sectors or occupations in the local area involved). Notices of intent were issued to CBR Youth Connect for Mentoring Services - RFP 19-37, and to the Cherry Creek Innovation Campus for Occupational Skills and Work-based Learning Training - RFP 19-38, with pending Agreement for Services.

Additionally, the Arapahoe/Douglas Workforce Development Board released an RFP for the One-Stop Operator function to ensure that MOUs with required partners and service providers are in place and current. The vendor selected for this function was SHG Advisors.

# 19.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.

Local levels of performance accountability have been negotiated for PY19 as allowable under Section 116 (b)(2)(A)(i) of the Workforce and Innovation Opportunity Act (WIOA) and in coordination between the Arapahoe/Douglas Workforce Development Board (ADWDB) and CDLE. Performance accountability is intended to assess the effectiveness and successful outcomes related to serving customers within the workforce development system's WIOA Title I Adult program, Dislocated Worker program, Youth program and WIOA Title III Wagner-Peyser Act. Performance accountability is measured utilizing CDLE's statewide database Connecting Colorado. CDLE has recently completed state level performance accountability negotiations for PY20 and PY21, and local level negotiation of actual standards will be conducted at such time as CDLE designates and Connecting Colorado will be programmed accordingly.

As, the designated service provider, Arapahoe/Douglas Works! is currently meeting within compliance, and/or exceeding all locally negotiated performance accountability measures for PY19.

	Local Negotiated	-	
Adult Emp-2nd Quarter	82.70%	76.00%	76.00%
Adult Emp-4th Quarter	72.60%	75.00%	75.00%
Adult Median Earnings	\$7,200	\$7,061	\$7,061
Adult Credential	60.00%	70.00%	70.00%
Adult Measurable Skill Gains	0.00%	62.50%	62.50%
DW Emp-2nd Quarter	80.30%	76.40%	76.40%
DW Emp-4th Quarter	73.20%	76.90%	76.90%
DW Median Earnings	\$8,913	\$9,000	\$9,000
DW Credential	50.00%	67.00%	67.00%
DW Measurable Skill Gains	0.00%	58.60%	58.60%
Youth Emp-2nd Quarter	70.70%	67.00%	67.00%
Youth Emp-4th Quarter	61.90%	71.00%	71.00%

Current WIOA Standards are as follows:

Youth Median Earnings	0.00%	\$3,954	\$3,954
Youth Credential	62.00%	63.00%	63.00%
Youth Measurable Skill Gains	0.00%	58.80%	58.80%
WP Emp-2nd Quarter	61.10%	57.00%	57.00%
WP Emp-4th Quarter	57.50%	65.00%	65.00%
WP Median Earnings	\$5,192	\$5,600	\$5,600

## 20.Provide a description of the actions the local board will take, if any, toward achieving the High Performing Board designation as outlined in the Colorado High Performing Local Workforce Development Board Rubric (PGL GRT-2019-01, Attachment 3).

The Arapahoe/Douglas Workforce Development Board will strive to continue its status as a High Performing Board by recruiting members made up of diverse and knowledgeable community representatives (demonstrating key industries and within WIOA law), re-evaluating and revising membership onboarding and orientation, as needed, and providing/tracking membership community engagement, activities and accomplishments of goals set out by the board through our annual strategic planning and strategic priorities.

### 21.Use of evidence in decision making and program implementation

Colorado is focused on enhancing its use of evidence to inform workforce development strategies and to influence the design and execution of initiatives. By measuring progress and the results of implementation, the state overall and each local area will be able to collect data that can move our work along an evidence continuum. When we refer to an 'evidence-based' program or strategy, it is helpful to have a shared definition. Evidence of effectiveness exists on a spectrum, including:

- a. Strong evidence: meaning at least two evaluation reports have demonstrated that an intervention or strategy has been tested nationally, regionally, at the state- level, or with different populations or locations in the same local area using a well-designed and well-implemented experimental design evaluation (i.e., Randomized Controlled Trial (RCT)) or a quasi-experimental design evaluation (QED) with statistically matched comparison (i.e., counterfactual) and treatment groups. See <u>CLEAR.dol.gov</u> for full definitions of strong or moderate study design. The overall pattern of evaluation findings must be consistently positive on one or more key workforce outcomes. The evaluations should be conducted by an independent entity external to the organization implementing the intervention.
- b. Moderate evidence: meaning at least one evaluation report has demonstrated that an intervention or strategy has been tested using a well-designed and well-implemented experimental or quasiexperimental design showing evidence of effectiveness on one or more

key workforce outcomes. The evaluations should be conducted by an independent entity external to the organization implementing the intervention.

- c. Preliminary evidence: meaning at least one evaluation report has demonstrated that an intervention or strategy has been tested using a well-designed and well-implemented pre/post-assessment without a comparison group or a post-assessment comparison between intervention and comparison groups showing evidence of effectiveness on one or more key workforce outcomes. The evaluation may be conducted either internally or externally.
- d. Pre-preliminary evidence: meaning there is program performance data for the intervention showing improvements for one or more key workforce outputs or outcomes.

For interventions at each tier of evidence, it is important to leverage administrative data analysis or increasingly rigorous evaluation to build new evidence, improve programs and participant outcomes, and progress to the next tier.

Please describe which level of evidence applies to the overall approach of your local area in implementing programs. If any specific programs have a higher use of evidence than your programs overall, please highlight those programs. Additionally, would your local area be interested in receiving technical assistance on the application of evidence-based practices to workforce development?

The Arapahoe/Douglas Workforce Development Board primarily uses a quasi-experimental time series analysis that uses UI median wage data from the second quarter prior to enrollment, quarter of enrollment, second and fourth quarters post exit, and the eighth, twelfth and sixteenth quarters post exit to determine the effectiveness of services on wage outcomes for individuals exiting programs during various user-specified timeframes. This Interrupted Time Series Analysis (ITS) is being used throughout Colorado to determine the effectiveness of the various federally funded job training and labor exchange programs. During the course of the four years that encompass this plan, studies will be conducted using these wage outcomes for a number of program years to assess the strength of causality, particularly in the face of various program changes, for example tracking the changes in outcomes between Workforce Investment Act programming and the subsequent Workforce Innovation and Opportunity Act programming.

# 22.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.

Arapahoe/Douglas Works! will post the plan for public comment on its website, <u>www.adworks.org</u>, provide a copy to CWDC to post on their website, inform the release for comment through its Workforce Development Board and Business Services newsletters as well as announce the release on Arapahoe/Douglas Works! social media platforms.

### Acronyms

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

### **Key Definitions**

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

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

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

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

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

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

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

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

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

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

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

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

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

**Categorical Income Eligibility:** Categorical Income Eligibility may be used to determine whether a customer is income eligible for intensive and training services. The applicant meeting categorical eligibility for income must meet all the other eligibility criteria. Applicants are deemed to have met the income eligibility requirements if the applicant that: 1. Receives or a member of a household that receives, or has been determined eligible

to receive, SNAP/food stamps within the six (6) month period prior to applicant to a WIA program; 2. Receives, or is a member of a household that receives cash payments under a Federal, State, or local income-based public assistance program such as TANF, RCA, GA or SSI; 3. Homeless; 4. Youth in state-sponsored foster care or youth aging out of state-sponsored foster care.

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

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

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

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

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

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

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

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

commitment from the employer to hire a specified number of trainees who satisfactorily complete the training.

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

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

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

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

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

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

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

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

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

Firewall: Separation as a part of the procurement process.

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

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

**Individual with a Barrier to Employment:** A member of one or more of the following populations: displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166; **p**ersons with disabilities, including youth who with disabilities; older individuals; ex-offenders; homeless individuals as defined in the Violence Against Women Act of 1994, or homeless children and youths as

defined in the McKinney-Vento Homeless Assistance Act; youth/young adults who are in or have aged out of the foster care system; person who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers; persons within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act; single parents including single pregnant women; long-term unemployed person; and such other groups as the Governor involved determines to have barriers to employment.

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

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

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

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

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

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

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

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

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

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

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

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

**Low Income Individuals:** The term "low-income individual" means a person who: 1. receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program;

2. received an income, or is a member of a family that received a total family income, for the 6-month period before application for the program involved (besides unemployment compensation, child support payments, payments described in subparagraph (A), and oldage and survivors insurance benefits received under section 202 of the Social Security Act (42 U.S.C. 402) that, for their family size, is not more than the higher of—(i) the poverty line, for an equivalent period; or (ii) 70 percent of the lower living standard income level, for a similar period; 3. belongs to a household that receives (or has been decided within the 6-month period before application for the program to be eligible to receive) food stamps according to the Food Stamp

Act of 1977 (7 U.S.C. 2011 et seq.); 4. is a homeless person, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act (42 U.S.C.

11302); 5. is a foster child for whom State or local government payments are made; or 6. in cases permitted by rules decided by the Secretary of Labor, is a person with a disability whose own income meets the requirements of a program described in subparagraph (1) or of subparagraph (2), but who is a member of a family whose income does not meet such requirements.

Mature Worker: An individual age 55 or older.

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

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

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

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

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

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

**Regional Areas:** This term does not have a specified meaning for Colorado. In WIOA, the terms are local area (the 10 federally recognized geographic areas that receive WIOA

funding and are responsible for the administration and delivery of WIOA programs and services) or regional planning area (a group of local areas that have agreed to coordinate service delivery and develop regional WIOA plans).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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